Department of the Army
Headquarters, United States Army
Fires Center of Excellence
Fort Sill, Oklahoma 73503
01 October 2010

Organization and Functions
U.S. ARMY FIRES CENTER OF EXCELLENCE

Summary. This regulation prescribes the organization, mission, and functions of the Fires Center of Excellence (FCoE) This is a major revision incorporating changes from various reorganizations and command decisions.

Applicability. This regulation applies to all elements of the United States Army Fires Center of Excellence (USAFCoE)

Supplementation. Supplementation of this regulation is prohibited unless specifically approved by the Commanding General (CG), USAFCoE, Fort Sill, OK 73503.

Companion Publications. One supplemental publication, FCoE Regulation 10-5.01 is planned. It will serve to outline the FCoE governance structure.

Suggested Improvements. The lead responsibility for this regulation is the Deputy to the Commanding General (DtCG) Send comments and suggested improvements on DA Form 2028 (Recommended changes to Publications and Blank Forms) or DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) through channels to Commander, FCoE (ATSF), 455 McNair Avenue, Suite 100, Fort Sill, Oklahoma 73503.

Availability. This publication is distributed in electronic media only.

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*This regulation supersedes USAFAC Regulation 10-1

Chapter 1
Introduction

1-1. General. The organization, roles, and responsibilities of the USAFCoE are founded on its vision and mission.

1-2. FCoE Vision Statement. The world's most versatile Fires Force, with agile and adaptive Soldiers and leaders; fielded with integrated and interoperable systems; capable of delivering accurate and responsive fires in any environment, from "mud to space," at any time.

    a. The conditions that best characterize the Fires end state:

    (1) A decisive Fires Force that provides responsive, scalable and accurate lethal and non-lethal fires for the Joint Commander at the time and place of his choosing.

    (2) Systems with integrated capabilities that leverage commonalities and provide unprecedented reach and mobility by incorporating space assets.

    (3) Learning organizations that achieve decision superiority and responsiveness in the information environment through collaboration, outreach, coordination and communication.

    (4) The Fires Center of Excellence (FCoE) as a Joint and Combined Fires University (JCFU) that is a leader in innovation, providing world-class education and training to develop leaders who are experts in the art and science of the "Fires" and "Protect" warfighting functions.

(5) Confident and competent Soldiers and leaders committed to the All Volunteer Force and actively engaged in the Army's Comprehensive Fitness program.

1-3. FCoE Mission Statement. Meet the needs of Army, Joint and Coalition Commanders. Lead an innovative and forward-thinking Fires community that:

a. Provide the nation with the world's best trained, organized and equipped Soldiers and units led by adaptive and resilient leaders.

b. Develop and deploy Field Artillery (FA) and Air Defense Artillery (ADA) capabilities required for full spectrum operations to support current operational needs.

c. Develop and integrate capabilities for future force warfighting concepts. Through engagement, provide world class joint and coalition exportable training.

1-4. Background. The FCoE is a new organization that combines the ADA and FA School staffs into a Center of Excellence. The FCoE efficiencies are gained by consolidating support and administrative requirements; combining the functions of combat development, training and doctrine development, and experimentation and exercises into organizations that support both ADA and FA; all led by a single center level headquarters. As outlined in AR 5-22, The Army Force Modernization Proponent System, the FCoE will execute Force Modernization functions for both branches. The FCoE will acquire, allocate, and manage Fires Force systems and resources. The FA and ADA Commandants will serve as branch proponents, responsible for leader development and education, the execution of branch-specific training, leveraging and disseminating lessons learned from the field, developing the accessions strategy, and providing recommendations to senior Army leaders on the personnel life cycle and career path of branch Soldiers and leaders. Additionally, the Commandants provide recommendations and needs requirements to the Fires Center of Excellence Commander regarding force management, training development, and modernization. The Commandants will leverage the expanded capabilities that the center brings to the Fires war fighting function which will allow us to continue to provide our Army with the best trained and equipped Soldiers and leaders for the force.

1-5. Purpose. This document describes FCoE governance, the roles and responsibilities, interrelationship and integration of the FCoE and its two subordinate branches. The intent is to ensure all responsibilities are fulfilled while maximizing the efficiency and effectiveness of the entire organization. In establishing any new organization, the challenge is to identify and eliminate redundancies, to the degree possible, while ensuring that there are no responsibility or performance gaps. This document, therefore, is a living document that will evolve as the FCoE progresses. Periodic reviews of this document will be performed with associated assessment of mission and vision accomplishment, efficiency and effectiveness analysis, as well as adjustments based on National and Defense strategies and resourcing allocations.

1-6. Governance. Governance is the processes, customs, policies and laws affecting the way an organization is directed, administered or controlled. It includes the relationships among

stakeholders involved and the goals for FCoE. The establishment and sustainment of the Governance process is critical to the implementation and operation of the FCoE. Therefore, the FCoE has established an FCoE Board of Directors (BoD) and an FCoE Executive council (See figure 1-1 below). These bodies will synchronize the strategic, operational, and tactical efforts of the FCoE and ensure that Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) are integrated within all FCoE actions.

FCoE Governing Bodies
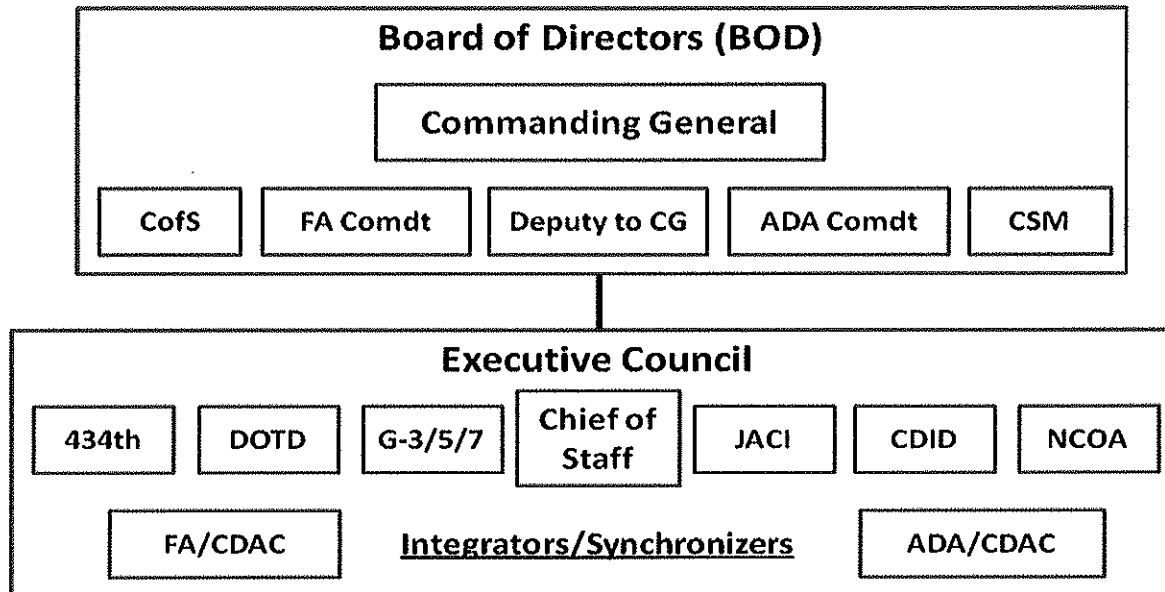
Figure 1-1. FCoE Governance

a. Board of Directors (BoD) The BoD provides executive-level strategic governance for the FCoE. The BoD consists of the CG, the DtCG, the CSM, the FA Commandant, the ADA Commandant and the CoS. The functions of the BoD are:

(1) Promote/Sustain the FCoE

(2) Promote/Sustain the Fires Enterprise

(3) Establish/ Sustain Strategic Direction, Strategy and Policy

(4) Manage Strategic Communications

(5) Permeate Ethos and Values throughout the Organization

(6) Execute Strategic Resourcing

(7) Execute Strategic Implementation

(8) Establish Measures of Effectiveness

(9) Establish/Sustain Strategic Partnerships

(10) Develop DOTMLPF-CR Strategy

(11) Execute Lessons Learned Determination and DOTMLPF-CR integration

b. Executive Council. The FCoE Executive Council provides the operational-level governance for the FCoE. The Executive Council consists of the CoS; Director, DOTD; Director, CDID; Director, JACI; FA Assistant Commandant; ADA Assistant Commandant; G1/G4; G3/5/7; G6; G8; and selectively, the Commandant NCOA, Commander 434th FA BDE, 428th FA BDE and 6th ADA BDE. The functions of the FCoE Executive Council are:

(1) Develop/Recommend Plans to Operationalize Strategy

(2) Establish/Sustain Metrics

(3) Recommend/Approve Designated Policy

(4) Provide for Operational Resourcing

(5) Establish/Monitor Measure of Effectiveness

(6) Integrate Across DOTMLPF

(7) Integrate Lesson Learneds

c. Process Owners. Within the context of governance the FCoE has multiple directorates, schools and agencies that execute the FCoE mission. These processes owners are responsible for the outcomes across the domain of DOTMLPF. Processes owners include the CDID, QAO, 428th FA BDE, 6th BDE, NCOA, OCADA/FAPO, DOTD, DRM and the Coordinating Staff. The functions of the process owners are:

(1) Accountable for outcomes across the DOTMLPF

(2) Establish/Sustain Measures of Performance

(3) Develop/Sustain Process/Procedures

(4) Integrate with other Processes

(5) Sustain Process Rigor

(6) Forecast Short to Mid-Term Resource Requirements

(7) Seek Continuous Process Improvement

Chapter 2
Organization, Functions, and Designation of Responsibilities

2-1. Organization of FCoE. The FCoE consists of a headquarters, two commandants of the branch schools, three directorates, a separate brigade, and the NCO Academy. (See fig 2-1, below).

a. FCoE Headquarters consists of a command group, personal staff, coordinating staff and special staff. The staff provides staff management, external coordination, and assists the DtCG/CoS in the prioritization of resources. The staff integrates DOTMLPF initiatives and functions between external commands, organizations and the FCoE.

b. The two commandants, as the branch proponent, are responsible for leader development and education, the execution of branch-specific training, leveraging and disseminating lessons learned from the field, developing the accessions strategy, and providing recommendations to senior Army leaders on the personnel life cycle and career path of Soldiers and leaders in their respective branches (leading the T, L, and P of DOTMLPF). Additionally, the commandants provides recommendations and needs requirements to the FCoE Commander regarding force management, training development, and modernization requirements. Each assumes the roles and responsibilities as CG, FCoE and Fort Sill when required and represents the FCoE at TRADOC, DA and in Joint forums.

c. The three separate directorates are CDID, DOTD, and JACI.

(1) The CDID leads development of Fires concepts and requirements and conducts experiments to validate DOTMLPF-integrated capabilities that complement joint, interagency, and multinational capabilities. Organic to the CDID are the TRADOC Capability Managers (TCM) which serve as the user representatives to the materiel developer. These TCMs are individually chartered by the CG TRADOC and assume responsibility and authority through the FCoE CG for the total system management of their assigned systems.

(2) DOTD is the lead agent for the development and staffing of ADA and FA doctrine and the designated coordinating element with Combined Arms Command for all doctrine-related matters. Serve as the responsible agent for the analysis, design, development, implementation, and evaluation of unit, institutional, and self-development training, education, and leader development for the ADA and FA Branches. Designated coordinating element with TRADOC and CAC agencies for training, education, and leader development matters.

(3) JACI is the FCoE CG's primary staff proponent for all Lethal and Non-Lethal Joint Fires related issues, including the development, integration, and execution of all Joint instruction, training, and doctrine development at USAFCoE and Fort Sill.

d. The 434th Brigade conducts Basic Combat Training, the Warrior Transition Course, and provides administrative support for English as a Second Language Course.

e. The NCO Academy trains various levels of Noncommissioned Officers with leader technical and tactical war fighting skills through resident, mobile and distributed learning platforms, which are relevant to their missions.

	Doctrine	Organization	Training	Materiel	Leadership and Education	Personnel	Facilities
Branch Commandants	Support	Support	Lead	Support	Lead	Lead	Support
DOTD	Lead	Support	Support	Support	Support	Support	Support
CDID	Support	Lead	Support	Lead	Support	Support	Support
GC	Support	Support	Support	Support	Support	Support	Lead

Table 2-1. DOTMLPF Responsibilities
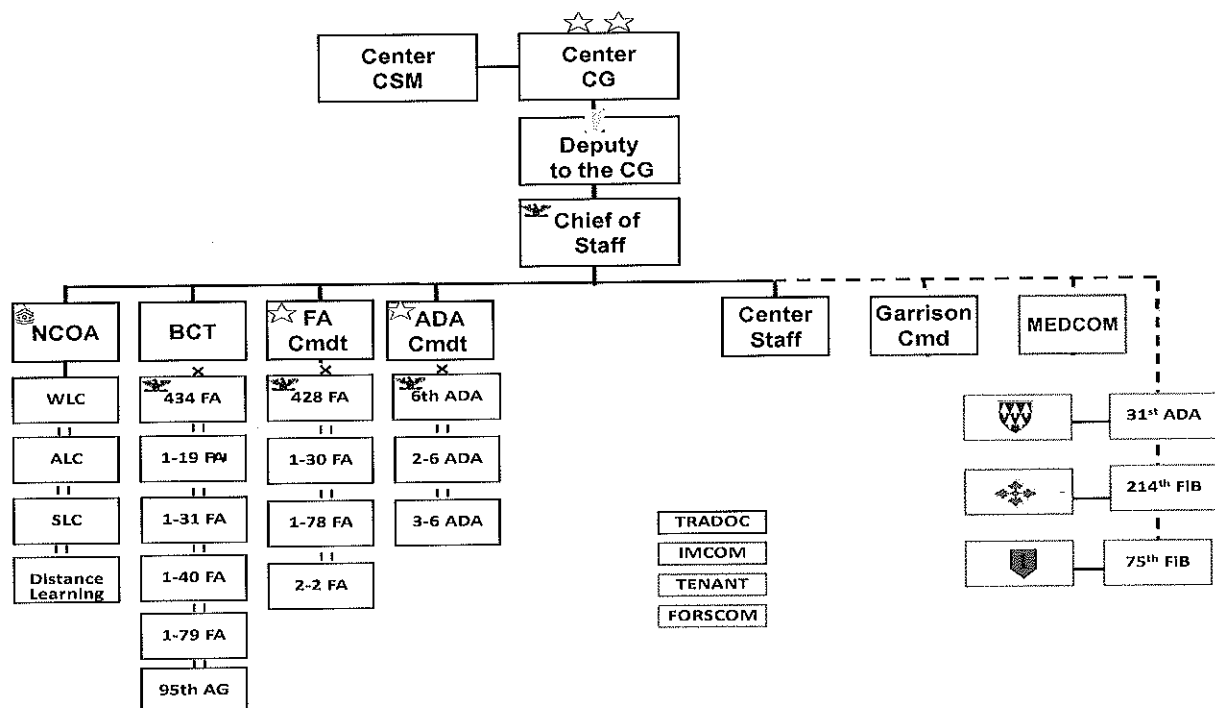
Figure 2-1. FCoE organization

2-2. Core Competencies.

    a. Grow Fires, FA and ADA Leaders

    b. Prepare Soldiers and Leaders to Succeed in the Current and in Future Fights

    c. Transform for Future Operations

    d. Engage by creating a culture of outreach, collaboration, coordination and participation

    e. Sustain Fires Soldiers, Army Civilians and Families

2-3. Core Functions

    a. Core competency. Grow Fires, FA and ADA Leaders

    (1) Core function # 1. Set standards, make assessments and recommendations to the FCoE, FA and ADA Leadership and execute leader development programs focusing on the total education and development of Soldiers and Army civilians to meet current and future leadership requirements in a Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment. Consists of creating leader development concepts, doctrine, programs of instruction, strategies, training, and education; and includes training officers, warrant officers, noncommissioned officers (NCO), and civilian supervisors to perform in leadership (supervisory) roles. Fires, FA and ADA Leader Development strategies and programs will provide for a continuum that integrates training, education and experience into a holistic process for developing leaders. The principle leader development and education systems are Officer Education System (OES), Warrant Officer Education System (WOES), Noncommissioned Officer Education System (NCOES), and Civilian Education System (CES). These education systems instill leaders with the cognitive ability to think through complex, unexpected, and ambiguous problems in order to develop solutions. Also consists of setting standards and ensuring execution to standard of training, education and leader development in the institutional, operational and self-development domains.

    b. Core Competency: Prepare Soldiers and Leaders to Succeed in the Current Fight and in Future Fights

    (1) Core function # 2. Initial Military Training (IMT). Set standards, make assessments and recommendations to the FCoE, FA and ADA leadership and provide training in the basic skills, knowledge, and task proficiencies needed to become a Soldier and subsequently to succeed as a member of an Army unit, contribute to unit mission accomplishment, and survive on the battlefield. Consists of Basic Combat Training (BCT); Advanced Individual Training (AIT); Basic Officer Leadership courses (BOLC) and Warrant Officer Basic Course (WOBC). Also consists of setting standards and ensuring execution to standard for individual training. Including individual training in all units, for those skills and tasks inherent in the IMT core

function. Initial Entry Training (IET) consists of the portions of IMT that pertain to enlisted Soldiers – BCT, AIT and the portion of IET that pertains to officers.

(2) Core function #3. Functional training. Set standards for and conduct skill training, outside of IMT, to qualify individuals for assignment to duty positions that require specific functional skills and knowledge. Consists of developing products and conducting training for Soldiers to perform critical tasks and supporting skills and knowledge required to perform a specialty or functional job. This includes training which qualifies individuals to be awarded a skill identifier, special qualifications identifier, or additional skill identifier. Also includes setting standards and ensuring execution to standard for individual training, including individual training in all units, for those skills and tasks inherent in the functional training core function.

(3) Core function #4. Lessons Learned. Obtain and process tactical- through strategic-level observations, insights, and lessons to define DOTMLPF implications leading to actionable solutions. Consists of collecting, analyzing, disseminating, and archiving observations, insights, and lessons; tactics, techniques, and procedures (TTP); and research and special study materials. Also includes working with the Fires, FA and ADA proponents to determine DOTMLPF implications from lessons learned and integrating those outcomes across the DOTMLPF.

(4) Core function #5. Collective Training. Develop the FA and ADA collective training standards and strategies; determine the FA and ADA collective training requirements; and manage programs to enable crews, teams, staffs, and units to conduct the full range of military operations in the contemporary operational environment. Consists of managing, developing policy for, resourcing and deploying Mobile Training Teams in support of individual and collective training at the unit level; managing the Fires live, virtual, and constructive training environments (LVC TE) and enablers and linking them to the joint LVC TE; developing virtual and constructive training simulations; conducting joint air-ground training; developing and sustaining collective training management doctrine and enablers; and coordinating the linkages between individual and collective training.

(5) Core function #6. Doctrine. Develop and integrate Fires, FA and ADA doctrine and ensure consistency of doctrinal publications by considering joint, multi-Service, multinational doctrine, national policy and guidance. Consists of researching, authoring, coordinating, and publishing field manuals in coordination with the Combined Arms Doctrine Division, Combined Arms Center.

(6) Core function #7. Training Support. Training Support encompasses the training information infrastructures, products and materials, personnel, services, and facilities to enable training that develops and sustains Soldier and leader competence across the institutional, operational, and self-development training domains. Consists of functions that may take place as a part of training support. Examples are design, development, acquisition, production, reproduction, distribution, maintenance, accountability, sustainment, and evaluation of training products and materials; training scheduling; and student record maintenance for Army individual and unit training. Also includes training support products, services, and facilities. Examples are instrumentation; training aids, devices, simulators, and simulations (TADSS); training

ammunition; training publications; visual information management; and multimedia products; visual information services; range design, targetry and instrumentation acquisition; classroom modernization. The descriptions and examples given in this paragraph are not all inclusive.

    c. Core Competency: Transform for Future Operations.

    (1) Core function #8. Concepts Development. Develop concepts to lead Joint Capability Integration and Development System (JCIDS). Concepts illustrate how future forces will operate, describe the capabilities required to carry out a range of military operations against adversaries in the expected joint operational environment, and how a commander, using military art and science, might employ these capabilities to achieve desired effects and objectives. Consists of future capabilities descriptions within a proposed structure of future military operations for a period of 10-20 years. Each concept describes problems to solve, the components of potential solutions, and how those components work together to solve the problems.

    (2) Core function #9. Experimentation. Explore innovative methods of operating, especially to assess their feasibility, evaluate their utility, or determine their limits to reduce risk in the current force (today's operations) and the future force (developments). Experimentation identifies and verifies acceptable solutions for required changes in DOTMLPF to achieve significant advances in current and future capabilities. Consists of reducing risk to developments and Soldiers by conducting concept development and prototype experiments providing credible analytical underpinnings to support decision making for the current and future force. Applies structured assessment procedures to substantiate the effects of proposed warfighting capabilities, using discovery, hypothesis-testing, and demonstration approaches as appropriate. Refines operational concepts, develop Fires DOTMLPF capability requirements, and assesses potential Fires DOTMLPF capability solutions through analysis based on experiments using venues supporting the appropriate level of resolution. Venues may range from wargaming (principally used for concept development) through integrated live, virtual, and constructive experiments.

    (3) Core function #10. Requirements Determination. Assess capabilities to identify gaps and develop integrated Fires DOTMLPF requirements to resolve or mitigate those gaps. Consists of determining, recommending priorities, and documenting changes in doctrine, organizational design, training, materiel, leadership and education, personnel, and facilities requirements, as well as supporting analysis. These requirements result from JCIDS, Operational Needs Statements, operational lessons learned, and senior leadership decisions to spin future capabilities into the current force. Initial capabilities documents (ICD), capability development documents (CDD), capability production documents (CPD), and DOTMLPF change recommendations (DCR) formally document these requirements.

    d. Core Competency: Engage.

    (1) Core Function #11. Outreach. Create a culture of outreach, collaboration, coordination and participation. Promote outreach to the operating force, joint fires community and multinational partners and allies by participating in other TRADOC branch and joint fires

conferences and steering committee, by hosting subject matter expert exchanges and visits by senior foreign distinguished visitors, and reciprocating by providing training teams and exchanges that support COCOM theater engagement plans.

(2) Core Function #12. Data Distribution. Employ innovative ways to distribute data so it can readily be absorbed as knowledge by our leaders. The use of various forums, professional discussions and visits to facilitate the proliferation of doctrine, lessons and observations to the force is critical to having a knowledge-enabled force.

(3) Core Function #13. Strategic Communications. Shape strategic communication to the Nation, the Army and the Fires community to communicate our successes and contributions in order to retain quality people, compete for limited funding and resources, and articulate the vision of how we can support our defense forces into the future.

e. Core Competency: Sustain.

(1) Core Function #14. Sustain Soldiers, Army Civilians and Families. Declining budgets and manning priorities will require us to be versatile and innovative in how we support the Army's balanced strategy and in taking care of our Soldiers, families and civilian workforce. Sustaining the Fires force long-term is inextricably linked to how we manage and balance our force structure, maintain our level of manning readiness, and ability to recruit quality Soldiers to operate the ever increasingly complex and technologically advanced systems within our formations. Influence the Army Force Generation (ARFORGEN) cycle by supporting the rapid reset of redeploying Fires forces to include monitoring ARFORGEN as well as the personnel and materiel Lifecycle management processes. Establish a comprehensive Soldier, Civilian and Family fitness that builds individual resiliency; delivers on the Army Family and Community Covenants to build Family resiliency; and improve our Sexual Assault and Prevention and Response Programs.

Chapter 3
Headquarters FCoE (HQ FCoE)

Section I
Organization of HQ FCoE

3-1. Command Group. The command group consists of:

- CG
- DtCG
- CoS
- DCoS
- CSM
- SGS
- HQs Detachment

3-2. Personal Staff. The personal staff consists of:

- IG
- IRACO
- SJA
- Aide/XO
- Historian
- Chaplain

3-3. Coordinating Staff. The coordinating staff consists of:

- G1/G4
- G2
- G3/5/7
- G6/CIO
- G8/DRM

3-4. Special Staff. The special staff consists of:

- Retention
- Senior National Guard Advisor
- Director of Museums
- EO Office
- QAO
- Staff & Faculty
- Protocol Office
- Strategic Communications (STRATCOM)
- Safety Office
- 77TH Army Band

Section II
Headquarters FCoE Command Group

3-5. Commanding General. Serves as the CG of the FCoE and the Senior Mission Commander/Installation Commander of Fort Sill. The CG is responsible for all units assigned to the installation which includes not only Training and Doctrine Command (TRADOC) units, but tenant units assigned from Forces Command (FORSCOM), and the Health Services Command (HSC). The FCoE Commander is the Army Proponent for the designated area as well as branches contained within the FCoE.

a. IAW Decision Point (DP) 91, the FCoE CG is the Senior Commander for Fort Sill. The CG exercises command authority, delegated through the chain of command, which runs directly to the FCoE, tenant brigade commanders, and the Medical Department Activity Command / Dental Department Activity Command (MEDDAC/DENTAC) commanders.

b. The CG along with the Commandants of the U.S. Army Air Defense School (USAADASCH), the U. S. Army FA School (USAFAS), the 434th FA BDE and the Fort Sill NCOA, are responsible for all institutional training conducted at Fort Sill. The FCoE Commander is responsible for all DOTMLPF for both the ADA and FA. Along with the respective commandants, he is responsible for establishing individual and collective standards of performance for the total ADA and FA force.

c. The CG ensures the readiness of Fort Sill as a premier force projection platform by providing logistical support to train, mobilize, deploy, sustain, and reconstitute forces that stage from Fort Sill for rapid worldwide deployment.

d. Creates and maintains a positive command climate while maintaining a balance in the areas of leading, caring, training, and maintaining the force and its Families.

e. The CG is the senior safety officer of the FCoE and Fort Sill. He retains a keen personal interest in all aspects of safety throughout the command and expects assistants and subordinates to do likewise.

f. The commanding general ensures the following:

(1) Serves as Force Modernization Proponent (AR 5-22) with DOTMLPF requirements and integration responsibilities for Fires, ADA, and FA.

(2) Principal advisor to the Army Staff for all matters pertaining to the development, fielding, and sustainment of Fires, ADA, and FA capabilities.

(3) Develops DOTMLPF solutions for Fires, ADA, and FA.

(4) Advocates Fires, ADA, and FA issues in Joint forums and integrates Fires operational efforts within the Army.

(5) Provides guidance and direction for the execution of Fires, ADA, and FA.

(6) Serves as Senior Mission Commander of Fort Sill.

(7) Executes Title 10 responsibilities including Uniformed Code of Military Justice (UCMJ).

3-6. Deputy to the Commanding General. Serves as the DtCG of the FCoE and Fort Sill. Works in collaboration under the general direction of the CG in the development and execution of organizational goals, objectives, and policies to ensure Warfighting commanders receive world class Fires Soldiers, equipment and organizations. As directed by the CG, has authority to direct the actions of the Center's military and civilian personnel, technical and managerial efforts, and annual operating budget. Provides supervision to the Center's military and civilian

workforce who are directly engaged in Force Management and the development of capabilities, concepts, doctrine, organizations, training, materiel, leader education, personnel, and facilities. Additionally, serves as the Commander's principal advisor and the Center's senior expert in force management, joint capabilities integration and development system, requirements determination, and materiel acquisition. Serves as the Acting Senior Manager (SM) during the CG's absence and assumes the roles and responsibilities of the CG with the exception of UCMJ and command authority (command and UCMJ authority will be assumed by a senior commissioned officer designated in writing prior to the DtCG serving as the SM). Represents the CG at high-level conferences and with distinguished visitors. As designated, serves as the Commanding General's representative at off-post Community civic events. Specific DtCG functions include:

a. Represents the CG in his absence and/or when delegated to do so by the CG, excluding UCMJ and command authority.

b. Leads integration of ADA and FA into Fires

c. Principal for executing CG's responsibilities as Fires Force Modernization Proponent in development of DOTMLPF solutions for Fires, ADA, and FA.

d. Principal advisor to the CG concerning matters relative to future capabilities development for the respective branches of the center.

e. Leverages and integrates Joint, Space, and other futures capabilities.

f. Leads a collaborative, equity based, and effective governance system.

g. Conducts external engagements to secure resource streams and approval for future capabilities.

h. Oversees allocation of resources for the FCoE.

i. Serves as the Senior Manager (SM) of Fort Sill.

j. Senior advisor for all Civilian personnel matters.

3-7. Chief of Staff (CoS). The CoS has an interest and role in every activity that occurs within the FCoE and on the Installation. All actions from the FCoE flow directly through the CoS to the CG. The CoS supervises the FCoE Staff and works closely with the Garrison Commander for control and management of the installation. The CoS has management and oversight of systems processes, governance, assessment, organizational structure/design/management, and business practices. The CoS is the CG's personal representative responsible for administering the day-to-day operations of the FCoE and has full authority over all members of the FCoE Staff and directorates, and assists the CG in his role as Senior Mission Commander through the integration

and coordination of tenant organizations and the post's readiness posture. Specific functions of the CoS are:

a. Ensures proper coordination occurs between the FCoE and Installation staffs, and that commanders are kept informed.

b. Ensures good working relationships between the FCoE, Installation, Combined Arms Center (CAC), Army Accessions Command (AAC), Army Capabilities Integration Center (ARCIC), and TRADOC staffs.

c. Coordinates and approves the command and installation long range calendar.

d. Ensures the proper reception, assignment, and equitable distribution of key personnel.

e. Formulates and announce staff operating policies and procedures.

f. Chairs the Budget Activity 11 (BA-11) Council.

g. Supervises the development and execution of command briefings, command and staff, and TRADOC Status Report and/or Unit Status Report briefings.

h. Supervises the FCoE Coordinating and Special Staffs and Directorates.

i. Serves as the FCoE representative to the local Chamber of Commerce

j. Oversees ceremonies, visitor programs, and all aspects of protocol.

k. Leads and expedites matters of special interest to the CG.

l. Serves as president of the Armed Forces Disciplinary Control Board.

3-8. Deputy Chief of Staff (DCoS): As the Deputy to the FCoE Chief of Staff and senior advisor for the Command Group, assigned functions include those of the CoS when performing in CoS's absence or for special projects assigned by the CG, DtCG, and/or CoS with the exception of UCMJ and command authority. The DCoS coordinates with assigned personnel within the FCoE Staff and works closely with the CoS and Garrison Commander to manage the installation. Specific functions of the DCoS are:

(a) Serves as the FCoE staff synchronizer to the command group in management of the FCoE day-to-day mission operations.

(b) Assist the CoS and transmits the desires and decisions of the CoS to appropriate staff elements.

(c) Provides administrative program direction to subordinate commanders, directors, and their staffs.

(d) Assigns due outs from the command group to subordinate commanders and directors.

(e) Participates in long range planning of activities, new initiatives, and program changes.

(f) Supervises assigned elements of the Special Staff and elements of the coordinating staff.

(g) Represents the FCoE command group at senior level meetings of steering committees, councils, and advisory boards.

(h) Plans, directs, and coordinates a team effort in responding to special taskings from/for the command group concerning command operational issues.

(j) Reviews all materials prepared for signature and information for the CG, DtCG, and CoS for content, coordination, and consistency with established policies and procedures.

(k) Acts for the CoS in his absence with the exception of UCMJ and command authority.

3-9. Command Sergeant Major (CSM). The CSM is a member of the commander's personal staff by virtue of his being the senior noncommissioned officer of the command. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted Soldier matters and the Noncommissioned Officer (NCO) Corps as a whole. A CSM is located at every echelon of command from battalion through corps. The CSM's duties and responsibilities vary according to the commander's specific desires and the unit's type, size, and mission. The CSM's normal specific duties are as follows:

a. Provides advice and recommendations to the Commander and staff in matters pertaining to enlisted personnel.

b. Enforces established policies and standards concerning enlisted personnel's performance, training, appearance, and conduct.

c. Maintains communications with subordinate unit NCOs and other enlisted personnel through NCO channels.

d. Monitors unit and enlisted personnel training and makes corrections as necessary.

e. Administers and monitors the unit Noncommissioned Officer Development Program (NCODP) and Sergeant's Time Training (STT).

f. Provides counsel and guidance to NCOs and other enlisted personnel.

g. Develops the unit Mission Essential Task List (METL) with the commander.

h. Administers and chairs unit selection and soldier boards for enlisted personnel.

i. Performs other duties the commander prescribes, including receiving and orienting newly assigned enlisted personnel and helping inspect command activities and facilities.

j. Monitors and recommends actions as necessary on the morale and discipline of the installation.

k. Provides oversight of the Installation's Borrowed Military Manpower coordination process.

3-10. Secretary General Staff (SGS) The SGS coordinates command group operations and is the lead for command group administration activities. The SGS is an integral element in CG, USAFCoE engagement activities and a critical link to the installation for dissemination of information. The SGS manages and administers the budget, and logistical and information technology support for the CG, DtCG, CoS, and select special staff sections.

(a) Provides direct assistance to the command group in integrating, coordinating, processing, and supervising execution for staff actions involving the operations of the FCoE, ADA and FA Schools, base operations, and the management of garrison and tenant units of the installation requiring concurrence, approval, or the attention of a member of the Command Group. Serves as the sole point of entry and exit for official correspondence leaving the Headquarters.

(b) Provides administrative support to the Command Group with budget, manpower, and personnel administration tasks to include providing supplies and management of office automation.

(c) Serves as Information Management Officer for the Command Group

(d) Provides staff advice, assistance, and consultation to the DtCG, CoS, ADA and FA Deputy Assistant Commandants (DAC) and Garrison Directorates in administrative processes and in matters related to personnel administration.

(e) Interprets policy, program documents and regulations, and provides advice and assistance to the Command Group, the ADA and the FA AC to resolve problems and maintain continuity of work and training missions.

(f) Issues instructions in the form of staff memorandums or directives to serve as guides to staff principals relating to administrative and policy functions.

(g) Serves as a link between Fort Sill units and agencies and the Command Group.

(h) Proponent for USAFCoE & Fort Sill Regulation 1-12; Manages the Field Officer of the Day and installation Staff Duty NCO programs.

(i) Integrates, coordinates, processes, and supervises execution of staff actions.

(j) Plans and supervises meetings chaired by members of the Command Group (CG, DtCG, CoS & CSM).

(k) Reviews the itineraries for distinguished visitors to the headquarters.

(l) Tasks for preparation and execution of all official social events and ceremonies involving the Commander, DtCG, CSM, and the CoS. Monitors receipt of read-ahead packages for all official social events.

(m) Proponent for USAFCoE & Fort Sill Regulation 1-11 (Staff Guide)

(n) Primary Scheduler for events in the Regimental Room (RCR) and the Command Conference Room (CCR).

(o) Maintains the FCoE Installation Master Policy File.

3-11. Headquarters Detachment. The Headquarters Detachment supports the FCoE Senior Commander's mission and objectives by providing command, control, administrative, and logistical support to the FCoE staff, directorates, and Noncommissioned Officer Academy. The Detachment accomplishes its mission through close coordination with staff and directorates, execution of quality and professional support and promotion of a positive command climate/environment. The Headquarters Detachment is responsible for executing the following core competencies and related functions in support of the FCoE:

(a) Command and Control.

(1) Execute UCMJ responsibilities at the Company Level.

(2) Lead and maintain Detachment Family Readiness Group (FRG).

(3) Manage and enforce Physical Fitness program policy requirements; provide appropriate support and oversight as necessary.

(4) Manage and execute the Urinalysis Program.

(5) Manage and execute Weight Control Program.

(6) Provide support related to Command Issues – examples include AER, Red Cross, emergency leaves, pay inquiries, open door issues, flagging actions.

(7) Responsible for the development and briefing of the detachment monthly NetUSR.

(8) Manage and execute the Suicide Prevention Program.

(9) Manage and ensure the execution of the detachment/EO Program.

(10) Manage and execute detachment Retention Program.

(11) Manage and execute detachment Safety Program.

(b) Logistical Support.

(1) Responsible for Property Accountability and the Command Supply Discipline Program (CSDP) throughout the HQs Detachment.

(2) Manage internal policy and maintain Headquarters Detachment Budget.

(3) Manage and oversee Headquarters Detachment Temporary Duty (TDY) and Defense Travel System (DTS) actions.

(4) Responsible for the facility maintenance of McNair Hall.

(c) Administrative Support.

(1) Manage Personnel Accountability for those personnel assigned to the HQs Detachment.

(2) Responsible for the management and execution of awards for those personnel assigned to the HQs Detachment.

(3) Responsible for the management and execution of evaluations (OERs/NCOERs) for those personnel assigned to the HQs Detachment.

(4) Track and execute 350-1 and Civilian mandatory training; ensure compliance with training requirements is achieved.

(5) Personnel Actions

(6) Additional Duties as required

(d) Medical Support. Responsible for providing support and ensuring compliance with Medical/Dental Readiness

Section III
Headquarters FCoE Personal Staff

3-12. Inspector General (IG) Inspections, Assistance and Investigations

    a. Provides inspections and assistance to all activities on Fort Sill.

    b. Conducts investigations as needed and required of all activities on Fort Sill.

3-13. Internal Review and Audit Compliance Office (IRACO). Internal review is an independent, objective assurance, and consulting activity within the command designed to add value and improve the command's operations. The objective of the Army's IR program is to provide commanders and their staffs with a full range of professional internal review services that are timely, support local decision makers, and ensure effective stewardship. Internal review is a primary tool of the commander's system of command and control.

    a. Serves as the commander's principal advisor on internal controls.

    b. Serves as the commander's principal official for liaison with internal and external audit organizations (GAO, DODIG, USAAA), including-

    (1) Assisting command, in coordination with HQDA elements, with assessing audit objectives, sites, milestones, and other information on audits about to start or underway.

    (2) Arranging entrance conferences, discussions, and exit conferences with both internal and external audit organizations and the appropriate organization officials.

    (3) Providing administrative support to external audit organizations, when possible.

    (4) Ensuring accurate, adequate, responsive, and coordinated comments are provided to "draft" audit findings and recommendations.

    c. Directs, manages, and executes a full range of Internal Review services as prescribed in AR 11-7 and consistent with the needs of customers.

    d. Develops annually a flexible Internal Review plan identifying areas most relevant to the command.

    e. Provides technical advice, assistance, and consultation on internal controls to assessable unit managers within organizations as necessary.

3-14. Staff Judge Advocate (SJA). Provides legal advice and counsel to the CG, USAFCoE and Fort Sill, members of his staff, and commanders/commandants of all assigned/tenant units. Provides legal advice and assistance to all eligible personnel IAW AR 27-1, Judge Advocate Legal Services.

a. Staff Judge Advocate and the Office of the Staff Judge Advocate.

(1) Serves as the chief legal advisor to the CG and GC on all matters concerning the operation of the installation.

(2) Supervises the provision of all installation legal support services including legal assistance, military justice, claims, and administrative and civil law divisions.

(3) Provides administrative support to the United States Army Legal Services Trial Judiciary and Trial Defense Service personnel located at or on TDY to Fort Sill.

(4) Provides internal administrative office and budget information services for the Office of the SJA.

(5) Responsible for oversight of all legal services provided on the installation.

(6) Responsible for the utilization and training of all assigned Judge Advocate and support personnel on the installation

(7) The SJA will exercise assignment authority, operational control, training responsibility, and technical supervision over all Judge Advocate General Corps officer personnel located within the area jurisdiction of the Commander, USAFCoE, and assignment authority, MOS training responsibility, and technical supervision over all Judge Advocate General Corps enlisted personnel within the area jurisdiction of the Cdr, USAFCoE. The SJA will consult with all appropriate brigade level commanders and staff before making final assignment decisions.

b. Administrative / Civil Law Division.

(1) Renders legal advice pertaining to the interpretation and application of laws, statutes, and regulations affecting the operation of the installation in the areas of labor relations, environmental law, equal employment opportunity, and procurement/contracting.

(2) Reviews proceedings of board of officer, reports of investigation, and other administrative actions.

(3) Furnishes legal advice concerning appropriated and non-appropriated contracting actions, to include issues involving fiscal law and the propriety of expending Government Funds.

(4) Represents the SJA at various installation committees.

(5) Furnishes legal advice concerning the Freedom of Information Act, the Privacy Act, the Joint Ethics Regulation, and attorneys within the Division serve as Ethics Counselors.

c. Criminal Law Division.

(1) Supervises and monitors the administration of military justice at Fort Sill. Supervises the preparation of and/or prepares all documents necessary in the administration of military justice.

(2) Serves as Government representative at pre-trial investigations to determine efficacy of proposed charges and to determine appropriate manner of disposition.

(3) Coordinates the Federal Magistrate and Felony Prosecution Programs on Fort Sill. Serves as a Special Assistant United States Attorney to prosecute crimes in federal court.

(4) Provides logistical and administrative support to military judges.

(5) Supervises the review of records of trial and preparation of necessary supporting documents.

(6) Supervises the installation victim/witness liaison program IAW AR 27-10.

(7) Provides Judge Advocate representation in support of court-martials and administrative elimination proceedings.

(8) Provides support as needed to the PCF.

d. Administrative Support Division.

(1) Provides administrative and office services for the Office of the SJA.

(2) Advises the SJA on matters pertaining to assigned personnel.

(3) Performs as Security Officer, Assistant Safety Officer, Information Management Officer, Personnel Liaison Officer, and Training Officer within the SJA.

(4) Performs analytical and evaluation duties related to a computer networks and/or telecommunications for the office; implements new systems hardware and software and develops operating procedures; and monitors the ongoing operation of the network.

e. Legal Assistance Division.

(1) Provides personal legal assistance to eligible personnel.

(2) Conducts the Installation Tax Program.

(3) Organizes and conducts a preventative law program concerning personal legal issues.

(4) Conducts legal readiness processing.

f. Claims Division.

(1) Processes and settles claims filed by military personnel for loss and/or damage to household goods and personal property.

(2) Responsible for the Installation Affirmative Action Claims Program.

(3) Responsible for the investigation of tort claims filed against the United States, to include support of litigation conducted on behalf of the United States by the Department of Justice and Department of the Army.

g. Trial Defense Service.

(1) The Trial Defense Service (TDS) is a separate organization from the Office of the Staff Judge Advocate (OSJA). The TDS falls under the responsibility of the United States Army Legal Services Agency in Arlington, VA. The OSJA provides support to the local TDS Office as required in AR 27-10.

(2) The TDS provides legal services and representation to Soldiers facing court-martial, punishment under Article 15, UCMJ (except for summarized Article 15s), adverse administrative separations, and as otherwise required under AR 27-10.

3-15. Aide-de-Camp. The aide-de-camp serves as a personal assistant to a general officer. An aide-de-camp is authorized for general officers in designated positions. The rank of the aide-de-camp depends on the rank of the general officer. An aide-de-camp's specific responsibilities are as follows:

a. Provides for the general officer's personal wellbeing and security and relieves him of routine and time consuming duties.

b. Helps prepare and organize schedules, activities, and calendars.

c. Prepares and executes trip itineraries.

d. Meets and hosts the general officer's visitors at his headquarters or quarters.

e. Acts as an executive assistant.

f. Supervises other personal staff members (secretaries, assistant aides, enlisted aides, drivers).

g. Performs varied duties, according to the general officer's desires.

Section IV
Headquarters FCoE Coordinating Staff

3-16. G1/G4

a. Mission of G1/G4. The mission of the G1/G4 is to serve as the CG's personnel and logistics subject matter experts and conduct daily operations of the personnel and logistical assets within the FCoE.

b. Organization of G1/G4. G1/G4 consists of a Director's Office, G1 Division, G4 Logistics Division, and G4 Maintenance Division. G1/G4 provides staff oversight for the Retention and Equal Opportunity sections. (See figure 3-1)
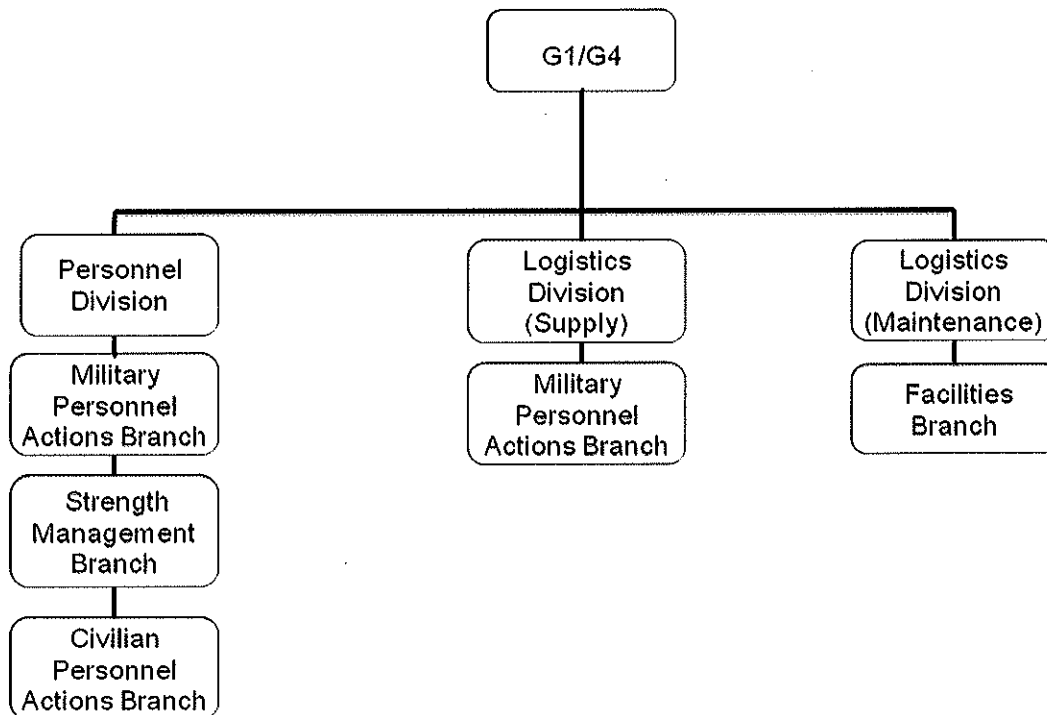
Figure 3-1. G1/G4 Organization

c. G1 Functions

(1) Primary advisor to the Fort Sill Command Group and subordinate units on personnel (active component) policies and issues.

(2) Perform Strength Management functions as defined by PASR in order to man, sustain, and regenerate the force as required to support the operational requirements of the Commander.

(a) Generate and submit personnel requisitions for officers, warrant officers, noncommissioned officers, and Soldiers.

(b) Query personnel information databases (TOPMIS, EDAS etc) and analyze data to capture projected gains and losses.

(c) Coordinate and confirm with MPD on daily assignments of arriving and departing personnel.

(d) Generate personnel movement orders between TRADOC brigades.

(1) Serve as primary liaison between external personnel activities such as TRADOC G1 and Human Resources Command (HRC).

(2) Monitor, review and process awards for the FCoE command group.

(3) Assist subordinate units in resolving personnel issues and discrepancies.

(4) Monitor and maintain personnel balance among the FCoE and the TRADOC brigades IAW Army and TRADOC Manning Guidance.

(5) When directed, conduct operations under the Army Disaster Personnel Accountability and Assessment System (ADPAAS).

(6) Support and assist subordinate unit's preparation of the Network Unit Status Reporting (NET USR).

(7) Provide an overall common operating picture of personnel assets needed to support the TRADOC mission.

(8) Provide sponsorship assistance for the TRADOC brigades and the FCoE Headquarters Detachment.

(9) Conduct Staff Assistance Visits (SAV) to provide guidance and expertise on personnel programs and policy assistance.

(10) Provide staff oversight for the Retention and Equal Opportunity sections

(3) Advises the DtCG on FCoE civilian personnel issues. Establishes and manages the FCoE civilian database, and tracks civilian developmental and mandatory training requirements.

d. G4 Supply Functions.

(1) Advise the Fort Sill Command Team and subordinate units on logistical (supply) policies and issues to ensure compliance with the CSDP.

(2) Serves as Logistics Management Officer for the G4, FCoE.

(3) Provide an overall operating picture of logistical assets needed to support the TRADOC mission.

(4) Serve as liaison between external logistical activities such as TRADOC G4, other installations and subordinate units.

(5) Serve as the FCoE CSDP Monitor and provide guidance and expertise on policy and program compliance.

(6) Approve and coordinate property control directives for excess equipment, lateral transfers, turn-ins, and property received through normal supply channels.

(7) Assist with the procurement process and track high priority equipment and major end items. Contact Item Managers to coordinate early release of equipment.

(8) Interface with Logistics Support Activity (LOGSA) and Project Managers.

(9) Supervise subordinate unit's preparation of NET USR Reporting.

(10) Review monthly FCoE NET USR Equipment on Hand (EOH) composite presentation for the Command Team.

(11) Provide guidance and monitor Financial Liability Investigations of Property Loss (FLIPL) for all Ft. Sill units (assigned and tenant).

(12) Assist Force Modernization and track Total Package Fielding equipment until equipment is received by unit.

(13) Work with DRM to adjust TDA authorizations to meet operational needs.

(14) Coordinate requests for Department of Defense Activity Address Codes (DODAAC) for subordinate units.

(15) Respond and disseminate TRADOC taskings, take lead on G3 equipment tasking.

(16) Coordinate, analyze and prepare the monthly Logistics Management Review (LMR) to identify supply issues and synchronize efforts across Fort Sill to ensure that all units are resourced and supported logistically.

(17) Assist subordinate units in resolving logistical issues and discrepancies on inventories and supply discrepancies.

(18) Identify systemic logistical problem within the FCoE and Fort Sill and research for possible solution or forward to Project Manager for resolution.

e. G4 Maintenance Functions.

(1) Serve as liaison between external maintenance facilities, subordinate units, tenant units and the Department of Logistics to assist in coordination of logistical support.

(2) Primary FCoE liaison between outside activities and Fleet Management.

(3) Manage maintenance contracts.

(4) Serve as Project Officer/ Contract Officer Representative (COR) for multiple contract requirements.

(5) Oversee and enforce FCoE maintenance policies and program compliance.

(6) Conduct Organizational Inspections and Command Inspections to support the units and facilities to perform maintenance and Logistics actions at peak performance.

(7) Track and assist in the BRAC directed movements of the USAADASCH from Fort Bliss to Fort Sill.

(8) Oversee the Army Materiel Status System (AMSS) readiness reporting.

(9) Supervise the priority of work effort, which will provide the necessary boost to maintain or increase readiness.

(10) Manage the readiness of all newly fielded systems to the FCoE.

(11) Manage the Standard Army Management Information System (STAMIS).

(12) Manage the Prioritized Project List (PPL) & Military Construction Act (MCA) listing for the FCoE.

(13) Manage scheduling of periodic maintenance for Modified Work Orders (MWO), Safety of Use Messages (SOUM), and Maintenance Advisory Messages (MAM).

(14) Coordinate procurement of repair parts and expedite parts with long estimated shipping dates.

(15) Coordinate MWO and equipment upgrades.

(16) Facilitate, prepare and analyze the Logistics Management Review (LMR) to identify maintenance issues and synchronize efforts across Fort Sill to ensure that all units are resourced and supported.

(17) Assist with Maintenance and Logistics training for Soldiers and civilians in support of the USAFCoE and Fort Sill Mission.

3-17. G2

a. Mission. Provide the CG, FCoE staff including the FA, ADA and Garrison Commanders and other TRADOC, IMCOM, FORSCOM and tenant units with information and special security support, foreign disclosure oversight and accurate, timely, and predictive intelligence. Manage the FCoE personnel security program in conjunction with the Security & Intelligence Division, DPTMS.

b. Organization. See Figure 3-2 below
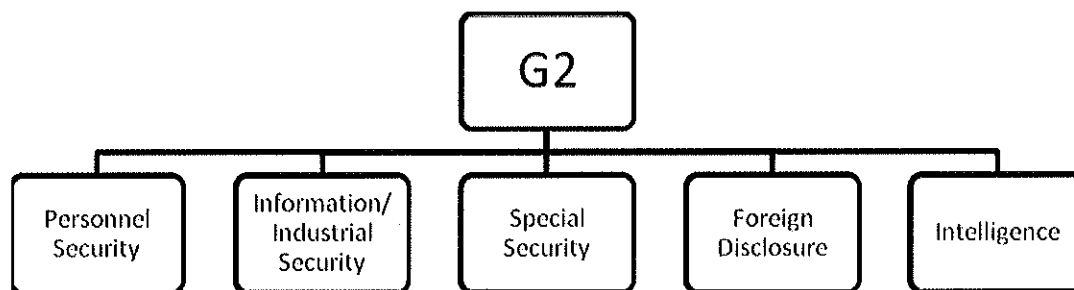
Figure 3-2. G2 Organization

c. Functions.

(1) Information Security (AR 380-5, Department of the Army Information Security Program).

(a) Principal advisor on the information security program in the FCoE and is responsible to the Commanding General for the management and administration of the program.

(b) Advise and represent the commander on matters related to the classification, downgrading, declassification, and safeguarding of national security information.

(c) Establish and implement an effective security education program as required by chapter 9, AR 380-5.

(d) Establish procedures for assuring that all persons handling classified material are properly cleared. The clearance status of each individual must be recorded and accessible for verification

(e) Advise and assist officials on classification problems and the development of classification guidance.

(f) Ensure that classification guides for classified plans, programs, and projects are properly prepared, distributed, and maintained.

(g) Conduct a periodic review of classifications, assigned within the FCoE, to ensure that classification decisions are proper.

(h) Consistent with operational and statutory requirements, review all classified and sensitive documents in coordination with the FCoE Records Management Officer. Continually reduce, by declassification, destruction, or retirement, unneeded classified and sensitive material

(i) Submit Standard Form (SF) 311 (Agency Information Security Program Data) to TRADOC annually, as required.

(j) Supervise or conduct Staff Assistance Visits (SAVs) and notify the commander regarding the compliance with AR 380-5 and other security regulations and directives

(k) Assist and advise the commander in matters pertaining to the enforcement of regulations governing the access, dissemination, reproduction, transmission, transportation, safeguarding, and destruction of classified and sensitive material.

(l) Ensure the inquiry and reporting of security violations is completed, including compromises or other threats to the safeguarding of classified and sensitive information, in accordance with chapter 10, AR 380-5. Recommend to the decision official whether or not administrative sanction is warranted, and/or indicate corrective action that should be taken concerning security violations.

(m) Ensure proposed public releases on classified and sensitive programs be reviewed to preclude the release of classified information or other sensitive unclassified information covered under the Freedom of Information Act (FOIA).

(n) Establish and maintain visit control procedures for cases in which visitors are authorized access to classified information.

(o) Issue contingency plans for the emergency destruction of classified and sensitive information and material.

(p) Be the single point of contact to coordinate and resolve classification or declassification problems.

(2) Personnel Security (AR 380-67, Personnel Security Program).

(a) Ensure use of the Joint Personnel Adjudication System (JPAS).

(b) Ensure all personnel execute a Classified Information Nondisclosure Agreement prior to granting initial access to classified information and records execution of the SF312 in JPAS.

(c) Ensure that all personnel who will handle classified information or will be assigned to sensitive duties are appropriately vetted through coordination with the ARMY Central Adjudication Facility (CAF) and that requests for personnel security investigations are properly prepared, submitted, and monitored.

(d) Ensure that access to classified information is limited to those who are eligible and have a need to know.

(e) Coordinate the command program for continuous evaluation of eligibility for access to classified information or assignment to sensitive duties.

(f) Ensure all separating personnel who have had access to classified information complete SF 312, Security Debriefing Acknowledgement. Forward the original to the individual's personnel folder and retain a copy in the command file.

(3) Special Security. (DoD 5105.21-M-1, Sensitive Compartmented Information (SCI) Administrative Security Manual).

(a) Ensure proper protection, use, and dissemination of SCI documents and materials by enforcing SCI administrative, information, personnel, physical, communications, and IT security rules, and by developing good procedures and practices.

(b) Ensure SCI is disseminated only to persons authorized access to the material and having an established need to know.

(c) Serve as the official channel for certifying and receiving SCI visitor clearances/accesses.

(d) Conduct or otherwise manage SCI personnel, information, physical, and technical security (TEMPEST/ TSCM) actions and procedures according to DoD 5105.21-M-1.

(e) Investigate SCI security infractions, making recommendations and preparing required reports.

(f) Conduct a continuing SCI security education training and awareness program to ensure all SCI indoctrinated individuals are kept apprised of the requirements and guidelines for protecting SCI.

(g) Ensure appropriate accreditation documentation is available for each SCIF and communications/automated systems under the organization's security cognizance.

(h) Review all derogatory information from the local supporting military law enforcement agency involving SCI-indoctrinated personnel and take appropriate action.

(i) Manage, supervise, and provide SCI support to DoD SCI contractors, including the processing, review, and approval of DD Form 254 (Contract Security Classification Specification), and Special Access Programs.

(j) Maintain continuing liaison, as required, with non-SCI security officials.

(4) Intelligence (AR 381-10, US Army Intelligence Activities).

(a) Coordinate with appropriate organizations to determine the threat intelligence needs.

(b) Identify existing data bases, web sites, analytic organizations, and others which produce both finished and unfinished products on the terrorist threat to the FCoE.

(c) Ensure the Intelligence Analyst has access to appropriate online threat databases.

(d) Coordinate with supporting CI office to ensure that information which may constitute a threat to the Army or to the installation is regularly shared with all post intelligence analysts.

(e) Review web sites daily for information pertinent to the FCoE and geographic area which may be used in threat summaries, may be used to provide appropriate warnings, or may be used to ensure personnel with force protection responsibilities are informed and knowledgeable of the threat.

(f) Track information indicating an actual or potential threat to the FCoE and ensure that the CG is appropriately informed.

(g) Ensure commanders are informed of terrorist threat warnings to FCoE installations and facilities.

(h) Exchange information with other units/agencies on installations regarding terrorist threat.

(i) Discuss ways to mitigate potential terrorist threats and develop countermeasures.

(j) Ensure FCoE personnel are made aware of the potential terrorist threat to the installation.

(k) Inform Garrison personnel of their responsibility to report suspicious activities. Coordinate with PMO, Force Protection Officers and others to determine requirements for intelligence support to AT threat assessments.

(l) Identify and incorporate appropriate intelligence on international terrorist threat into assessments.

(5) Foreign Disclosure (AR 380-10, Foreign Disclosure and Contacts with Foreign Representatives).

(a) Oversee and control coordination of specific disclosures of classified military information and controlled unclassified information (CMI/CUI) to foreign governments and international organizations in support of international programs.

(b) Assist in the designation of contact officers for Foreign Liaison Officer (FLO) and Military Personnel Exchange Program (MPEP) representatives. Provides contact officer briefing

(c) Assist in the development of the DDL associated with each FLO/MPEP position established within his or her command or agency.

(d) Manage foreign visit requests using the Security Policy Automation Network (SPAN).

(e) Make recommendations, based on applicable regulations and directives, on requests for visits by foreign nationals, and provide security and disclosure guidance if the visit request is approved.

3-18. G3/5/7

a. Mission. Primary staff representative that facilitates informed leadership decisions by overseeing, coordinating, and assessing all actions pertaining to current and future operations, readiness, taskings, scheduling, training management, future plans, strategy and assessment for the USAFCoE and Fort Sill.

b. Organization. See Figure 3-3
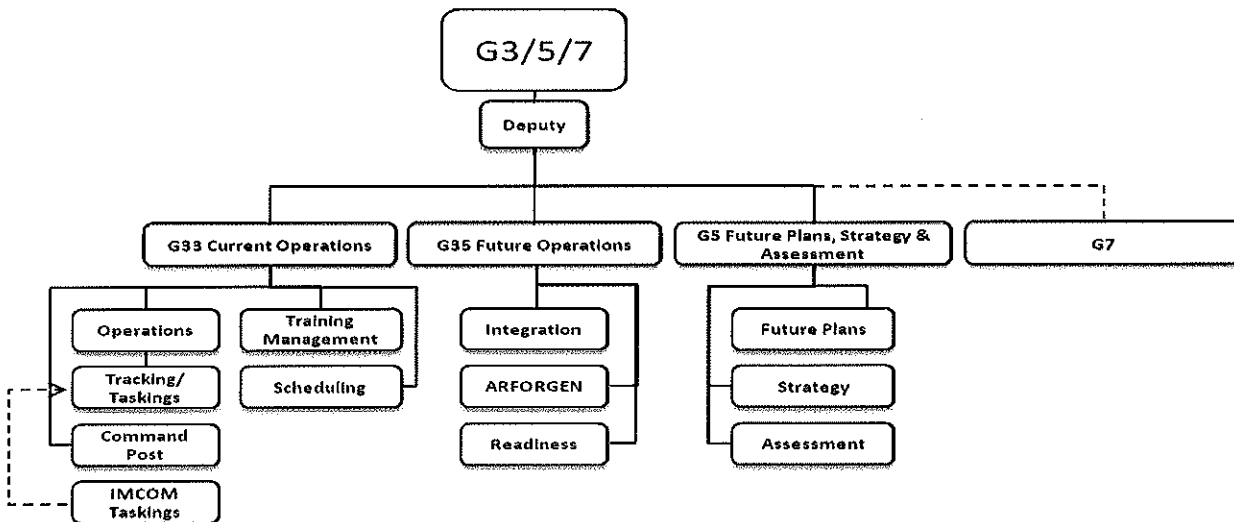
Figure 3-3. G3/5/7 Organization

c. Functions. Serves as the G3/5/7 for the FCoE and Fort Sill, consisting of Current Operations, Futures Operations and Future Plans, Strategy, & Assessment.

(1) G33 Current Operations.

(a) Operations.

(1) Publishes approved orders.

(2) Provides QA/QC on the orders production process.

(3) Produces FRAGOs to direct immediate action.

(4) Monitor the execution of OPORDs.

(5) Enforce the orders process.

(6) Prepare and coordinate FCoE special projects.

(7) Task management.

(8) Fires Master Activities Calendar.

(9) Coordinate itineraries for the FCoE Distinguished and Foreign visitors (International Military Students).

(a) Tracking/ Taskings.

(1) Assign taskings as directed by the DCG/CoS or the CG, USAFCoEFS.

(2) Develop, coordinate, and recommend taskings to execute missions and to provide support.

(3) Managing Individual Augmentee (IA) taskings to subordinate commands.

(4) Issue mission and individual augmentee taskings.

(a) Command Post EOC

(1) Provide Command and Control over the Command Post.

(2) Operate and provide 24/7 manning for the FCoE EOC.

(3) OPSEC.

(4) Represent HQ FCoE during non-duty hours.

(5) Activate and manage all aspects of the crisis action team (CAT) and/or battle staff as directed or approved by the CG, USAFCoEFS, DCG/CoS, or DCS, G-3/5/7.

(6) Anti-Terrorism / Force Protection (AT/FP) Program Management.

(7) Conduct current/contingency operations for USAFCOEFS.

(d) AT/FP

(1) Anti-Terrorism/Force Protection (AT/FP) Program Management.

(2) Prepare AT/FP Plans.

(3) Manage AT/FP Programs.

(4) Develop and evaluate AT/FP Exercise Plans.

(5) Conduct Criticality Assessments.

(6) Conduct Vulnerability Assessments.

(7) Advise the Commander and subordinate units on all AT/FP issues (Large events, Constructions, etc).

(8) Conduct and Oversee Level I AT /FP Awareness Training.

(9) Area of Responsibility (AOR) Briefings.

(10) Provide oversight of Random Anti-Terrorism Measures (RAM) and Force Protection (FPCON) measures.

(11) Liaise with installation force protection .

(12) Provide oversight and control of subordinate units AT Program.

(13) Conducting AT /FP WG.

(e) Training Management.

(1) The FCoE lead for Structure Manning Decision Review (SMDR), Army Program for Individual Training (ARPRINT), Training Resource Arbitration Panel, Basic Officer Leaders Course Conference (BOLCC), Army Training Requirement Resource System (ATRRS) and the Resident Individual Training Management System (RITMS).

(2) Validates Total Army training requirements and then manages those requirements to yield an affordable, acceptable, and executable training program.

(3) Identifies training requirements and the programmed numbers so that constraints can be audited.

(4) Manages information and report management system for creating and managing training records and events.

(5) Inputs Fiscal Year Schedule of Classes (start/close dates) in ATRRS.

(6) Processes and coordinates Training Requirements Arbitration Panel (TRAP) requirements and un-programmed training requirements.

(7) Provides direction for executing the Army Program of Individual Training (ARPRINT).

(8) Oversees the execution and performs tasks associated with the administration of the Military Training Specific Allotment/Military Training Support System (MTSA/MTSS) program for the FCOE.

(a) Training priorities.

(b) Training guidance.

(c) Training resource priorities.

(f) Scheduling Management.

(1) Manages the FCOE automated scheduling program that provides oversight of all FCOE training facilities.

(2) Reviews, analyzes, and coordinates the scheduling of training facility resources for the FCOE POI training for IET, functional training, leader development, and NCOES.

(3) Responsible to conduct the initial scheduling of resident instruction.

(4) Schedules and resolves conflicts (short and long term) for the FCoE facility training requirements (i.e. general purpose classrooms, specialized classrooms (i.e. AFATDS, SINCGARS, Call for Fire Trainers (CFFTs)) and simulators to support resident training, mobilization, NG, USAF, other agencies, seminars and workshops.

(5) Publishes and maintains scheduling website on the Ft Sill Intranet (includes six weeks of student training schedules, facility charts for instructional buildings, long range officer schedules, ATRRS link, and distributive learning facility schedules and request forms).

(6) Processes training support requests that support resident instruction.

(2) G35 Future Operations.

(a) Integration.

(1) Manages governance processes (Higher/Lower/Lateral and Internal/External).

(2) Monitor Fires Campaign Plan Lines of Effort (LOE).

(3) Synchronize Enterprise-level standardization for resource generation associated with the development of, and adjustments to, the ARPRINT.

(4) Integration, synchronization, and implementation of training across the MSOs and the command.

(5) Manages a portfolio of FCoE level projects, follows them from planning to execution.

(6) FCoE Exercises.

(7) Governance Calendar.

(8) Coordinates events across all affected USAFCoEFS agencies.

(9) Conducts external coordination for FCoE events with higher and adjacent HQs, and joint and combined partners.

(b) ARFORGEN

(1) Synchronize Enterprise-level standardization for resource generation associated with the development of, and adjustments to, the ARPRINT.

(2) Manage the acquisition and distribution of resources associated with the institutional training mission.

(3) Synchronize training requirements and schedules in support of ARFORGEN.

(4) Manage plans and resource requirements in support of training base expansion and multi-component, multi-service ARFORGEN training support.

(5) Institutional Training Support Plan (ITSP).

(6) ARFORGEN Reset/Train Assistance Team (ARTAT).

(7) ARFORGEN Synchronization Conference and GOSC.

(8) RESET Support and Resourcing Conference.

(9) Training Support and Resourcing Conference.

(10) Institutional Training Work Group.

(11) Fires systems capabilities knowledge management.

(12) MTT and NET.

(13) Exportable Training Packages.

(14) Operational force requirements and locations.

(c) Readiness

(1) Lead and synchronize all FCoE readiness reporting efforts.

(2) Manage monthly Net Unit Status Report (NetUSR) providing the senior leadership with data on FCoE readiness and monitoring reporting of FCoE readiness to TRADOC.
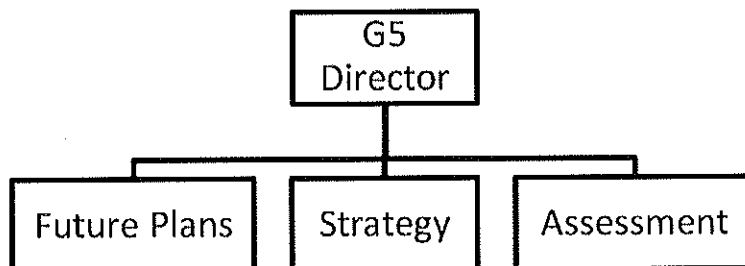
Figure 3-4. G5 Organization

(3) G5, Future Plans, Strategy, and Assessment.

(a) Future Plans.

(1) Anticipates and develops OPLANS that direct, coordinate, and synchronize operations across the FCoE IAW FM 5-0 and JP 5-0.

(2) Employs creative and critical thinking to develop and influence concepts that drive details in the planning design process.

(3) Manages the FCoE Campaign Plan and associated documents.

(4) Ensures continuity of information and actions in the handoff of plans to G35, LOE work groups or other agencies as required.

(5) Leverages the Concepts Division in CDID for operational environment input.

(6) Remains current in Army and Joint planning doctrine.

(7) Provides subject matter expertise to FCoE organizations on writing OPLANs and OPORDs

(8) Long-range Master Activities Calendar.

(b) Strategy.

(1) Crafts the Fires Strategy.

(2) Vets all strategy documents throughout the FCoE.

(3) Develops the FCoE Campaign Plan.

(4) Shapes the Commander's vision and priorities to provide guidance and direction to the Fire Force.

(5) Establishes and maintains the FCoE strategic planning processes; schedules events, documents decisions, and publishes strategic guidance.

(6) Supports the Commander in framing problems and design concepts to support the MDMP/JOPP.

(7) Supports the Commander in strategic thinking to develop and refine long term goals and connectivity to Army and Joint organizations.

(8) Analyzes the implications of higher echelon policies.

(9) Coordinates with other COEs, Army, and JIIM agencies to gather and coordinate information.

(10) Researches and prepares FCoE position papers, information papers, and fact sheets for the Command Group.

(11) Develops executive summaries of for the Command Group key and emerging Army and TRADOC documents.

(12) Prepares the Commander for Army and TRADOC conferences as directed.

(13) Supports the Commander and staff in managing enterprise business practices across the FCoE.

(c) Assessment.

(1) Develops and maintains the FCoE assessment system.

(2) Leads the FCoE Assessment Board to integrate data that will inform action/decisions.

(3) Develops valid metric and rubrics (qualitative and quantitative) to provide meaningful information on FCoE processes and progress toward achieving goals and endstates.

(4) Develops assessment methods and tools that provide meaningful information on FCoE processes and progress toward achieving goals and endstates.

(5) Provides the ADA and FA Commandants with assessment expertise and support.

(6) Conducts periodic Ways, Means, Ends analysis to verify the validity of our assessment tools and data with FCoE goals and endstates (are we measuring the right things).

(7) Stores and manages collected data for recall (fulfill RFIs) and integration.

(8) Conducts statistical and trend analyses to quantify and identify strengths and weaknesses that inform decisions and policy.

(9) Prepares periodic reports and briefings for the Commander and higher headquarters; prepares a Semi-Annual Assessment Briefing for the Synchronization Board.

(10) Conduct research on topics of Commander interest in order to inform the FCoE.

(4) G7 (Currently not resourced)

(a) Roles, Responsibilities and Functions (To Be Determined).

(b) Organization of G7 (To Be Determined).

Figure 3-5. G7 Organization

(c) Battle Simulation Center.

(1) Provides battle simulation support to the Captain's Career Course, Basic Officer Leader Course, Warrant Officer Basic Course, and to the Advanced and Basic Non-Commissioned Officer Courses.

(2) Assists instructors in the development of current and relevant training data bases and scenarios that support course training objectives.

(3) Operates the Joint Conflict and Tactical Simulation (JCATS), the Fires Simulation XXI (FireSim XXI), and the necessary interfaces in order to stimulate the Army Battle Command Systems.

(4) Operates the Joint Fires and Effects Training System (JFETS) which trains Soldiers, Sailors, Airmen, and Marines on advanced Fire Support skills.

(5) Operates the JFETS in support of applicable Programs of Instruction (POI) and to achieve Soldier training objectives of Operating Forces organizations.

(6) Operates Virtual, Constructive, and Gaming systems in support of training for students

(7) Provides expertise relevant to the conduct of training using the Joint Land Component Constructive Training Capability (JLCCTC) Family of constructive models to stimulate the Army Battle Command Systems currently in use by the US Army.

3-19. G6/CIO

a. Mission. To ensure our Fires forces, today and tomorrow, achieve superior information dominance that enables the rapid creation, capture and sharing of knowledge to support their mission and to give them revolutionary war winning capabilities – one learns, everyone knows.

b. Organization of G6.
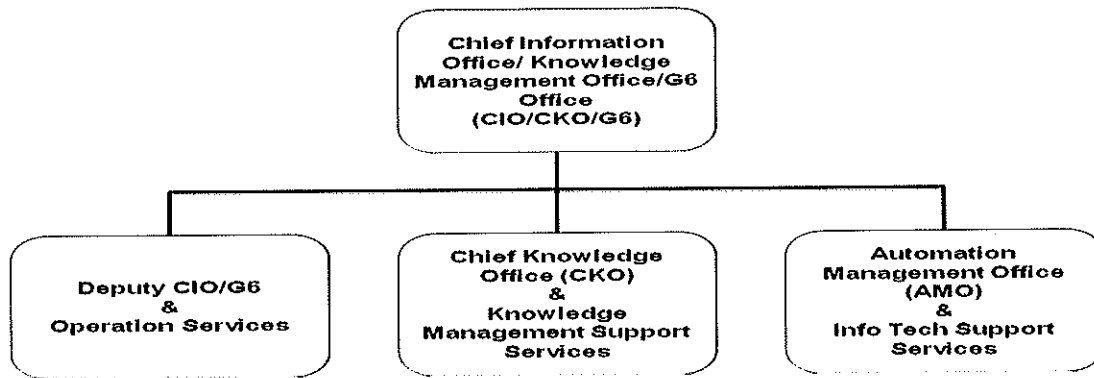
Figure 3-6. G6/CIO Organization

c. Roles, Responsibilities and Functions.

(1) Operations.

(a) Contract Management.

(b) Develop and implement FCoE Staff IT equipment BOIP plans, (computers, wireless devices, printers, copiers, etc).

(c) Develop and implement FCoE Classroom IT equipment BOIP plans, (computers, wireless devices, printers, copiers, etc).

(d) Develop and implement FCoE IT lifecycle replacement plan.

(e) Develop FCoE IT/KM policy, processes and SOP documents.

(f) Develop and monitor budget.

(g) Develop and monitor FCoE IT resource expenditure control/oversight plan for all FCoE units.

(h) Develop resourcing strategies to achieve desired IT/KM objectives.

(i) Maintain IT/KM TDA/CME staffing data.

(j) Perform HRC actions.

(k) Coordinate IT/KM tasks across FCoE units.

(l) DTS/Travel Card management.

(m) Army Management Control Process Requirements.

(n) Government Purchase Card Management.

(o) Property Book Management.

(p) TRADOC CRXXI/TADLP/BCASP Training Facilities Program Manger.

(q) AKM , RAD, WAWF, and PRWeb completion/oversight.

(r) FCoE IT Systems software licensing compliance and support.

(s) Develop and sustain IT systems architecture database.

(t) Coordinate requirements with NEC as required.

(u) Develop and sustain FCoE distribution lists, electronic and manual.

(v) FCoE TCO Policy and Oversight.

(2) Automations Management Office (AMO).

(a) FCoE IMO/IASO Support Zone Management.

(1) Supervise/Coordinate IT staff and provide contactor oversight.

(2) Development and Implement IT zone Support Plans.

(3) Maintain IT staffing TDAs and CME database.

(4) Development of IT systems back-up and sustainment plans as required.

(b) Army Training Information Systems Support (ATISS).

(1) Supervise ATISS staff and provide contractor oversight.

(2) Provide training facilities IT helpdesk support.

(3) Prepare IT systems for daily operation.

(4) Maintain IT systems.

(5) Develop ATISS lifecycle upgrade plans.

(6) Develop future ATISS facility plans.

(7) Support CRXXI/TADLP/BCASP Futures planning and implementation.

(8) FCoE Simulations Network Development.

(c) Command Group IMO Support.

(1) Direct IT helpdesk support.

(2) IT systems configuration and sustainment.

(3) Command conference room operations.

(4) VIP Communication Plan Coordinator.

(5) FCoE Senior Leadership IT systems standardization.

(6) Command & Staff IASO.

(7) Command & Staff TCO.

(d) NEC Liaison Officer.

(1) Coordinate NEC daily support & problem resolution.

(2) Provide NEC short and long term Network Requirements (NIPR/SIPR/JWICS).

(3) Knowledge Management (KM).

(a) Operations.

(1) Supervise staff and provide contactor oversight.

(2) Helpdesk.

(3) AKO/DKO Portal Administration.

(4) Public Website Management.

(5) Internal SharePoint Management.

(6) Collaborative Forums.

(7) ASAT Database Management.

(8) Post training materials for dissemination on approved sites.

(9) Represent FCoE at higher headquarters for KM requirements.

(10) FCoE Test Control.

(11) Development of KM Support plans.

(b) KM Training.

(1) Development of Training Products.

(2) Conduct Training.

(c) KM Governance.

(1) Provide Input to Senior Leadership.

(2) Development of Strategy/Policy.

(3) Development of funding plans.

(4) Conduct Requirements Boards.

(5) Participate in higher level requirements boards.

(d) Web Services Management.

(1) Development of FCoE website/SharePoint portal.

(2) CG/Staff SharePoint Action Officer.

(3) Provide Website/SharePoint helpdesk support for FCoE units.

(4) Develop and implement Website/SharePoint user training.

3-20. G8/Directorate of Resource Management.

a. Mission. Provides quality resource management advice and services to the FCoE Commander, staff and direct reporting organizations and installation activities in accordance with TRADOC and FCoE goals to prepare Soldiers for the current fight; train and develop adaptive Soldiers, Marines, Civilians, and leaders; and reset the force to meet ARFORGEN.

b. Organization. See Figure 3-7.

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                        │    Deputy    │
                        │   Director   │
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│ Accounting │ │   Program   │ │ Management   │ │   Contract   │
│   Division   │ │Budget Division│ │ Division   │ │ Management   │
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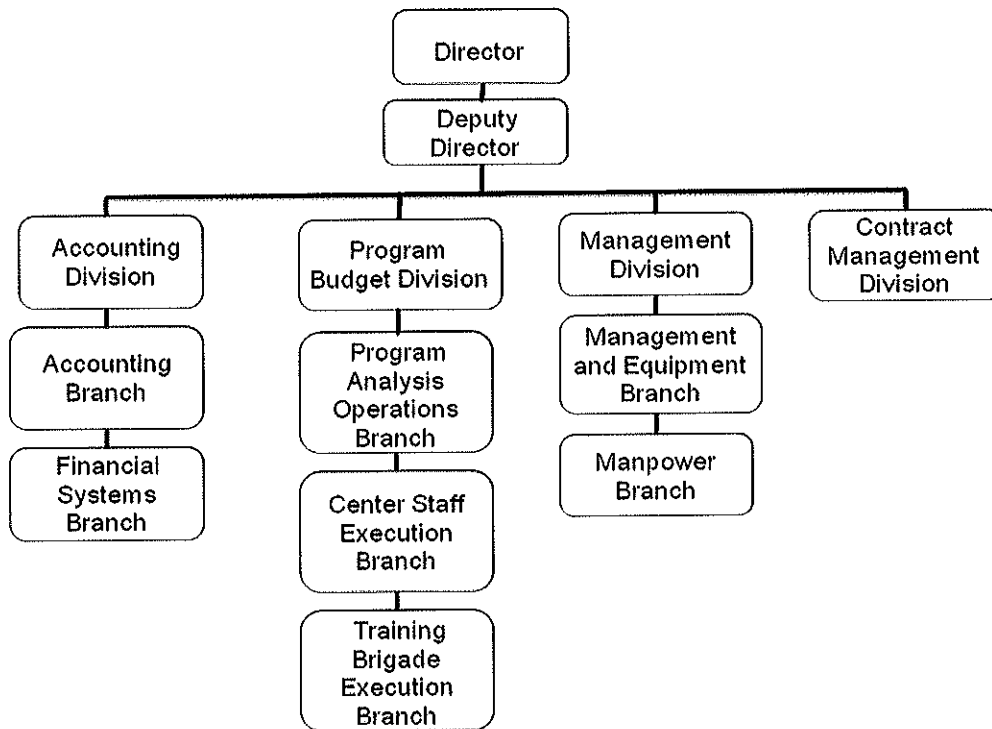
Figure 3-7. Organization of the G8

c. Functions.

(1) Office of the Director.

(a) Principal resource advisor to the FCoE and Fort Sill CG on programming, budgeting, accounting, financial management, manpower, and equipment.

(b) Develops and evaluates resource management programs.

(c) Supervisory – Director and Deputy Director provide leadership, mentorship, and direction to Division Chiefs and directorate personnel. Plans, assigns, and manages work of G8 Staff.

(d) Performs travel.

(e) Program Manager for civilian career program series 11 and 26 personnel.

(f) Directs and manages internal and external special projects.

(2) Management Accounting Division.

(a) Supervisory – Provides leadership, mentorship, and direction to branch chiefs/team leaders. Plans, assigns, and manages work of division personnel.

(b) Principal advisor to serviced organizations (i.e. TRADOC, IMCOM, FORSCOM), the Director, Deputy Director, and other Division Chiefs on accounting, financial systems, and customer service for civilian pay.

(c) Accounting Branch.

(1) Plans, assigns, and manages work of branch personnel.

(2) Participates in triennial joint reconciliation program reviews for all customers (FCoE, FORSCOM, and IMCOM).

(3) Monitors local fund control procedures to ensure compliance with the DODFMR.

(4) Provides analysis of financial transactions to ensure timeliness, accuracy, and completeness.

(5) Provides prior year fund certification/advice and guidance concerning adjustments to prior year/expired funds.

(6) Coordinates with budgeting, contracting and DFAS personnel to obtain current year funds for cancelled/closed year fund transactions.

(7) Prepares and executes year-end closeout guidance from DA, DFAS and ACOMS and prepares financial system for fiscal year rollover.

(8) Implement new accounting/financial systems to produce accurate accounting information and meet legal requirements.

(9) Assists with contract/vendor pay issue resolution and monitors accounts payable and other liability accounts.

(10) Assists with accounts receivable and debt management issue resolution.

(11) Reviews reimbursable program activity to ensure data is timely, accurate and complete.

(12) Interprets accounting policy, provides advice, and implements appropriated fund policies for entitlements or other financial matters.

(13) Analyzes financial processes, trends, and performance and prepares ad hoc reports as required by supported activities.

(14) Coordinates and monitors DFAS services provided to the FCoE and Fort Sill.

(15) Ensures the general ledger accurately reflects the financial posture of the FCoE and Fort Sill activities and balances with the activity feeder system.

(16) Analyzes financial data in accounting system to ensure proper recording of financial transactions.

(17) Provides program oversight of Defense Travel System and reviews and updates business rules as required.

(18) Performs travel.

(19) Liaison between installation FCoE, IMCOM and FORSCOM budget offices and servicing DFAS locations.

(20) Maintains civilian pay customer service support files.

(21) Provides customer service for civilian pay to FCoE and Fort Sill activities.

(22) Provides training to timecard keepers on Defense Civilian Pay System (DCPS).

(23) Performs quality control of APC's in DCPS.

(24) Performs quality control of data elements interfacing to DCPS.

(25) Resolves time and attendance problems that cannot be resolved by timekeepers.

(26) Security site manager for DCPS.

(d) Financial Systems Branch.

(1) Plans, assigns, and manages work of branch personnel.

(2) Coordinates training on financial systems with DFAS or other organizations.

(3) Develops/maintains instructional manuals, procedures and functions essential to financial systems and practices.

(4) Provides/coordinates access to financial systems resource management users.

(5) Transfers electronic financial systems data to and from DFAS official accounting records. Participates in systems modifications and testing. Performs system administration functions and training new users.

(6) Installs and manages resource management programs.

(7) Troubleshoots hardware and software problems affecting financial systems operation.

(8) Produces special reports from automated financial management programs.

(9) G8 property book holder.

(10) Manages G8 IT life cycle replacement program.

(11) Performs Information Assurance Security Officer (IASO) duties as required by G6/CIO and DOIM.

(3) Program Budget Division.

(a) Supervisory –Provides leadership, mentorship, and direction to Branch Chiefs/Team Leaders. Plans, assigns, and manages work of division personnel.

(b) Principal advisor to the Director, Deputy Director, and other Division Chiefs on program budget.

(c) Performs travel.

(d) Facilitates Council of Colonels/Working Program and Resource Advisory Committee (WPRAC) and Senior Program and Resource Advisory Committee (SPRAC) meetings.

(e) Program Analysis Branch.

(1) Coordinates with FCoE activities on unfinanced requirements, realignments, and related actions.

(2) Provides necessary input and supports maintaining various models used in the command

(3) Provides for and analyzes mission needs and requirements for the Program Objective Memorandum (POM) and Budget Estimate Submission (BES)

(4) Prepares/coordinates resource requirements for training mission changes , i.e. TRAP, mobilization plans and tasks

(5) Analyzes and evaluates TRADOC Budget Guidance (TBG) / Appropriation TRADOC Budget Guidance (ATBG)

(6) Formulates budget estimate for submission to higher headquarters

(7) Presents and defends the TBG/ATBG response at all approval levels

(8) Develops justification material for TBG prepared by FCoE commands/directorates/activities.

(9) Perform analysis, document findings associated with mission changes and special projects analysis, etc.

(10) Provides financial control for FCoE Security Assistance Training Programs.

(11) Provides input for course cost development for Foreign Military Sales (FMS) and International Military Education and Training (IMET).

(12) Completes financial transactions to reimburse FCoE for training provided to foreign nationals.

(13) Maintains funding audit trail for direct DA appropriations received. Administers fund control for Funding Authorization Documents (FADs) and commitment ledgers in DA automated system – Resource Management Tool (RMT) FY10 and earlier; General Fund Enterprise Business System (GFEBS) FY11 and out.

(14) Manages FCoE reimbursement program fund control for all documents received from other agencies.

(15) Coordinates reimbursement for mission support provided above the Army established standard, including expanding training missions identified through the Training Requirements Arbitration Panel (TRAP) student load adjustments (move from execution).

(16) Assess budget operation impacts from modifications in Core Accounting and Feeder Systems. Participate in system tests as needed.

(17) Analyze financial processes, execution trends, performance and prepare ad hoc/recurring reports as required.

(18) Inputs TRADOC contract execution data monthly to comply with quarterly and annual suspense.

(19) Year-end closeout.

(f) Budget Execution Branches. The Branches are: Center Staff Execution Branch and Training Brigade Budget Execution Branch. Both branches perform the same execution functions just for different activities.

(1) Plans, assigns, and manages work of branch personnel.

(2) Implements Army Management Structure (AMS) directive.

(3) Reviews and distributes HHQ execution year resource guidance.

(4) Develops budget execution policy for activity.

(5) Analyzes funding change.

(6) Maintains Fund Control Register. Prepare fund execution status reports for supported directorates.

(7) Completes/prepares financial documents.

(8) Processes financial transactions in STANFINS/GFEBS.

(9) Executes automatic reimbursement program.

(10) Prepares a variety of budgetary reports and schedules associated with ATBG/TBG data calls and other special reporting requirements.

(11) Processes prior year fund transaction.

(12) Reviews inter-intra service support agreements/memorandum of understanding/agreement for budget impacts.

(13) Setup annual lines of accounting for Army Purchase Cards.

(14) Participates in triennial Joint Reconciliation Program reviews.

(15) Researches financial transactions to ensure timely correction of abnormal conditions, abnormal balances and MOD.

(16) Analyze supply financial transactions to assess impacts of changing processes (Exchange Pricing) on program director execution.

(17) Manages and supports the Defense Travel System (DTS) for FCoE activities. Functions include: allocate funds to appropriate DTS budget module for FCoE activities, establish and maintain lines of accounting in DTS budget module for FCoE activities, retain file of approval letters of appointment for authorizing officials appointed as certifying officials, sends letter signed by the Commander to the appropriate disbursing office stating all authorizing officials have been appointed and delegated in writing, sets access permission levels and routing schemes within DTS, provides for review and approval by appropriated officials.

(18) Year-end closeout. Prepares program director status reports to track execution. Includes review of open commitments and obligations, realign/turn in excess funding.

(19) Performs travel.

(4) Management Division.

(a) Supervisory – Provides leadership, mentorship, and direction to Branch Chiefs/Team Leaders. Plans, assigns, and manages work of division personnel.

(b) Principal advisor to the Director, Deputy Director, and other Division Chiefs on management programs, manpower, and equipment documentation.

(b) Conducts long range planning and programming.

(d) Management and Equipment Documentation Branch.

(1) Plans, assigns, and manages work of branch personnel.

(2) Manages productivity improvement programs.

(3) Manages, prepares, negotiates, and monitors memorandums of understanding/agreement (MOU/MOA).

(4) Manages the Internal Control Program for the FCoE.

(5) Prepares the memorandum appointing AUM annually by position.

(6) Assures that each appointed AUM is trained or has received training within the last two years.

(7) Assures that each appointed AUM appoints an internal control coordinator for their FCoE activity.

(8) Prepares the 5-year internal control plan for review and update every year – coordinating with each activity coordinator to assure all required evaluations are schedule at least once every five years or every year if so directed by the CG.

(9) Receives guidance from higher headquarters on what is required in the annual assurance statement and prepare guidance to AUM and their coordinators.

(10) Reviews all evaluations to assure forms and evaluations are performed in accordance with applicable regulations.

(11) Performs random reviews of evaluations at the activities.

(12) Receives annual assurance feeder statements and reviews to assure they were prepared IAW guidance provided.

(13) Prepares the FCoE CG annual assurance statement IAW guidance received from higher headquarters.

(14) Prepares complete internal control package for review by the local Internal Review Office.

(15) Submits FCoE CG annual assurance statement through appropriate command channels to the CG for approval and signature.

(16) Forwards signed annual assurance statement to higher headquarters.

(17) Schedules meetings, monitors and reports Special Duty Review Board results to requesting activities and G3 for tasking.

(18) Maintains the approved Special Duty position roster.

(19) Compiles and maintains the Post Population Report.

(20) Performs studies/analysis to determine minimum essential levels of equipment for all FCoE activities.

(21) Assists units in developing justification and 4610-Rs for changes in equipment requirements.

(22) Coordinates equipment survey.

(23) Processes commercial equipment request for local approval.

(24) Analyzes Supply Bulletin 700-20, Chapter 2, 4, or 6 item requests.

(25) Processes TDA equipment deletion requests.

(26) Processes Common Table of Allowances (CTA) change request.

(27) Analyzes Basis of Issue Plan (BOIP).

(28) Reviews POI equipment annexes to assure correct LINs and equipment identification are listed.

(29) Recommends POI LIN equipment changes.

(30) Trains FCoE units on documentation process.

(31) Coordinates/disposes of excess equipment.

(32) Develops/updates/maintain Section III of FCoE TDAs.

(33) Answers/coordinates higher headquarters equipment inquiries.

(b) Manpower Branch.

(1) Plans, assigns, and manages work of branch personnel.

(2) Participates in higher headquarters manpower assessment studies.

(3) Applies manpower staffing models, to include participating in Structure Manning Decision Review (SMDR) and TRADOC Review of Manpower (TRM) annually.

(4) Determines manpower allocation and distributes higher headquarters manpower allocation using TRADOC Manpower Guidance and the Instructor Manpower Requirements List (IMRL).

(5) Documents Table of Distribution and Allowance (TDA) and Mobilization TDA for all FCoE Unit Identification Codes.

(6) Analyzes manpower utilization and performs trend analysis.

(7) Processes personnel actions and coordinates the FCoE hiring process.

(8) Processes requests for training.

(9) Establishes/maintains manpower data base.

(10) Identifies and requests manpower reprogramming.

(11) Maintains a manpower decrement list as determined by functional review.

(12) Conducts Manpower Management Studies.

(13) Performs organization and functions analysis and documents/prepares the FCoE Organization and Functions Regulation.

(14) Participates in FCoE working group to review and recommend changes to the Organization and Functions Regulation.

(15) Conducts annual review of the Organization and Functions Regulation documenting minor changes in the form of Notification of Changes and major changes by a complete revision of the regulation.

(16) Prepares stationing plans IAW AR 5-10 for individual/leader development training to support system fielding.

(17) Prepares concept plan as required by AR 570-4.

(5) Contract Management Division.

(a) Participates with requiring activity to validate need for work in the form of a service contract.

(b) Reviews the Performance Work Statements to assure compliance with stationing and regulatory guidance.

(c) Assures the Independent Government Cost Estimate is included in the Request for Contract package and that the estimate is valid for service contracts.

(d) Coordinates the request to initiate service contract that has all the necessary clauses as required by HQDA and HQ TRADOC.

(e) Prepares approval recommendation memorandum from the G8 Director to the approving authority for all contract requests.

(f) Prepares and maintains contract register.

(g) Reviews request for appointment of Contracting Officer Representative (COR) for service contracts to assure all data is included and the person nominated has completed the appropriate training.

(h) Assures CORs continuing qualification by coordinating COR training.

(i) COR for FCoE Omnibus Contract to include completing receiving reports.

(j) Provides recommendations to activity heads on contracts that should be under the FCoE Omnibus Contact.

(k) Plans assigns, and manages work of division personnel.

(l) Assures CORs and Contractors enter data into the CMR Database annually NLT 31 October each year.

(m) Prepares monthly contract report for Director.

(n) Coordinates all supply contract requests with Management and Equipment Documentation Branch to validate supply requirements.

Section V
Headquarters FCoE Special Staff

3-21. FCoE Retention Office

a. Mission. The FCoE Retention mission is to develop leaders, improve force alignment and impact army end strength. Specifically, advise leaders and counsel Soldiers employing the four phases of the Army Retention System to manage retention, reclassification, attrition, and reserve component transition.

b. Functions.

(1) Administer daily operations of the commander's retention program.

(2) Ensure the Commander and Command Sergeant Major are continually updated regarding the readiness posture of the FCoE Army Retention Program and compliance with ARMY G1 and higher headquarters regulatory guidance.

(3) Ensure completion of all required tasks, functions, duties and program compliance with ARMY G1 and higher headquarters guidance.

(4) Maintain and publish statistics on Army Retention Program eligibles, missions, and accomplishments. Maintain mission projections, identifying potentially detrimental trends and/or retention mission shortfalls. Formulate and submit timely and specific recommendations for the commander to implement. Assign reenlistment and RC enlistment/transfer missions to subordinate units.

(5) Exercise operational supervision over subordinate unit reenlistment programs and personnel.

(6) Prepare and conduct formal training for subordinate and installation personnel. Installation Command/Senior Career Counselors will train all 79S Career Counselors assigned or attached to all commands on the installation. Ensure Soldiers are trained and remain proficient in the performance of their assigned duties and responsibilities in support of the Army Retention Program.

(7) Conduct briefings, including but not limited to, Noncommissioned Officer Development Program (NCODP) training, Commander's Call and NCO Call in order to disseminate current and so on, of current Active Army and RC information to all leaders and Soldiers.

(8) Counsel Soldiers and Family members regarding the benefits and opportunities within the Army Retention Program.

(9) Ensure eligible Soldiers, not desiring reenlistment, are referred to and counseled by the servicing RC Career Counselor.

(10) In the absence of an assigned RC Career Counselor, perform duties and responsibilities as the RC Career Counselor.

(11) Conduct, at a minimum, semi-annual inspections IAW AR 1-201, paragraph 3-4. The Commander or Senior Career Counselor of the FCoE Installation, Brigades, and Battalions will carry out the inspections of their subordinate commands. More frequent inspections or staff assistance visits are at the discretion of the Commander. Units found having critical deficiencies will be provided a reasonable amount of time to correct deficiencies and then be scheduled for a reevaluation (generally 30 days). A key area to inspect is ensuring Soldiers are properly counseled as prescribed by Appendix C AR 601-280. Out-brief Commander and First Sergeant for company/battery level inspections, if necessary. Provide a written report of subordinate retention programs, through the Command Sergeant Major, to the Commander at battalion level and higher for corrective action. Inspection report formats, procedures and additional requirements are at the discretion of the ACOM, ASCC, DRU, or Installations or similar units as directed by the Installation Commander. The Reserve Component Career Counselor will be included in all inspections and visits.

(12) Advise commanders on bar to reenlistment preparation, imposition and removal procedures, impacts, review and separation requirements.

(13) Determine reenlistment/extension eligibility by thoroughly screening Official Military Personnel File (OMPF), Military Personnel File (MPF), and local training records and rosters, as required.

(14) Operate the RETAIN system. Ensure correct input into RETAIN of Soldier qualifications and counsel Soldiers regarding available reenlistment/extension options. Obtain Reenlistment Control Number (RCN)/ Extension Control Number (ECN) from the RETAIN system. Report accomplished reenlistments/extensions on RETAIN.

(15) Plan and conduct reenlistment/ extension ceremonies.

(16) Submit or ensure preparation, timely submission, and processing of RETAIN transactions, including but not limited to reenlistment, extensions, ETS transactions, IMREPR codes, correction of unresolved errors and unprocessed transactions.

(17) Ensure the Army Retention Program is sufficiently publicized ensuring information is available and distributed throughout the command.

(18) Assist the Commander in developing, implementing, and maintaining an effective

Incentive Awards Program, supporting attainment of assigned retention and enlistment/transfer missions.

(19) Coordinate payments of reenlistment bonus entitlements and accrued leave, as required, through the servicing FAO.

(20) Obtain, from the servicing FAO, up-to-date information on reenlistment bonuses for prospective re-enlistees (see Department of the Defense Financial Management Regulation (DODFMR)).

3-22. Senior National Guard Advisor.

a. Mission. The National Guard Advisor assists and advises the FCoE Commanding General, FA and ADA Commandants on all Army National Guard (ARNG) matters.

b. Functions.

(1) Serves as the Senior Army National Guard Advisor for the Fires Center of Excellence. Advises and assists the FCOE Commanding General, FA and ADA Commandants, and DCG-ARNG branch advisors on all ARNG matters. Proponent for all Army National Guard (ARNG) matters. The SGA supports the institutional training of all ARNG/USAR Soldiers at the FCOE. Supports and is the Branch Commandants ARNG LNO along with the ARNG Title 10 AGR personnel in CDID to assist their mission of developing related concepts, requirements, and experimentation to validate DOTMLPF integrated combined arms capabilities that complement other joint, interagency, and multinational capabilities. Provides oversight for all ARNG Soldiers assigned to Fort Sill with responsibility for all Army National Guard resources. Serves as the Fort Sill link with National Guard Bureau, state Adjutant Generals, Senior Field Artillery and Air Defense Commands and ARNG Regional Training Institutes.

(2) Serves as the Senior Enlisted Advisor to the DCG-ARNG, ARNG SR Advisor, DAC-ARNG FA, and DAC-ARNG ADA, Fires Center of Excellence and Fort Sill. Provides technical advice on all ARNG Enlisted issues to the FCOE CSM, ADA CSM, and FA CSM. Serves on the USAFAS and USAADAS staff as an ARNG integrator regarding doctrinal and conceptual training initiatives during both the development and implementation process. Advises and assists in the formulation and implementation of enlisted personnel management for both FA and ADA and makes recommendations on the personnel life cycle appropriate for the ARNG. Oversees overall operations of the office of the ARNG SR Advisor. Principal focal point for all ARNG NCOES at FCOE and Fort Sill. Maintains contact with NGB, HQ TRADOC, and Forces Command on all FA/ADA NCO issues. Responsible for all enlisted issues pertaining to ARNG Soldiers attending training or permanently assigned at FCOE and Fort Sill. Conducts training, leader development and education for permanently assigned ARNG enlisted personnel.

(3) Provides oversight over the ADA DAC ARNG and FA DAC ARNG advisors.

(4) Supports the institutional training of all ARNG/USAR Soldiers at the FCoE.

(5) Supports Commandants ARNG LNO along with the ARNG Title 10 AGR personnel in CDID.

(6) Assist CDID in their mission of developing related concepts, requirements, and experimentation to validate DOTLMPF integrated combined arms capabilities that complement other joint, interagency and multinational capabilities.

(7) Provides personnel to act as the user representative to the material developer for FA and AMD systems

(8) Provides LNO support to Basic Combat Training and Advanced Individual Training with help in developing training and doctrine.

(9) Manages and provides oversight for all ARNG soldiers assigned to Fort Sill with responsibility for all Army National Guard resources.

(10) Serves as the Fort Sill link with the National Guard Bureau, state Adjutant Generals, Senior Field Artillery and Air Defense Commands and ARNG Regional Training Institutes.

3-23. Director of Museums.

a. Mission. Maintain, preserve, conserve and exhibit artifacts and collections in three museums to include preserving branch artifacts, doctrine/technology per AR 870-20. Provide a high quality, historically accurate, accessible, and professional venue for the display, preservation, and study of the history of the Army, Fort Sill, the ADA and FA Branches, and Southwest Oklahoma. Maintain Museum certification/accreditation. Train and educate FCOE trainees and students on the Army, the significance of the area, Fort Sill, and the artillery branches in local and American history IAW Army and TRADOC directives. Support Branch historians and Commandants as required.

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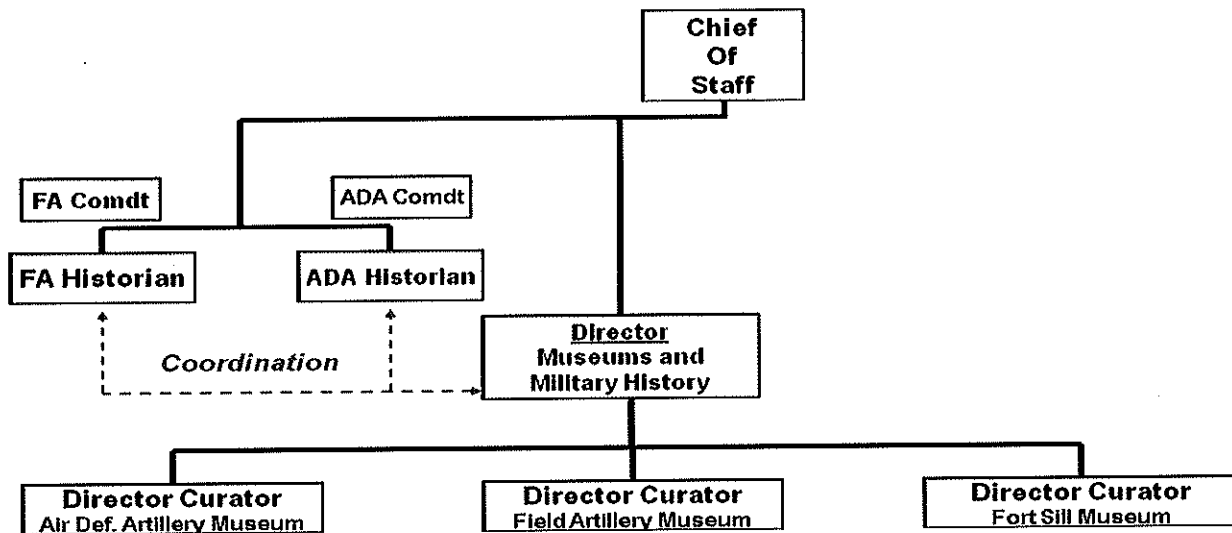
Figure 3-8. Organization of the Museum

b. Functions.

(1) Office of the Director. The Directorate includes a museum complex of three separate museums, the Fort Sill National Historic Landmark, the Air Defense Artillery, and the Field Artillery museums, consisting of 29 buildings with collections of foreign and domestic material of intrinsic historical value to the U.S. Army, Oklahoma, and the individual branches.

(a) Serves as primary advisor to the Commanding General and Branch Commandants on all matters relating to Museums, Military History, memorialization and commemoration matters related to the museum system.

(b) Supervises the activities of curators for the FA, ADA and Fort Sill museums and their subordinate staffs, to include curatorial activities, artifact accountability, acquisition, artifact conservation and program management, history education programs, exhibit development and construction.

(c) Oversee and coordinate the maintenance, accountability, preservation, conservation, and exhibition of artifacts, collections and museum facilities

(d) Coordinate with outside agencies, the Department of the Army Center of Military History, TRADOC Directorate of Museums, civilian and other military museums regionally and nationally to develop educational programs, coordinate events, conduct cooperative programs, acquire new artifacts.

(e) Works with non-profit benefactor civilian organizations, coordinating efforts for volunteer assistance and private fund raising efforts to support museum activities.

(f) Provides all administrative support, manages budget and credit card accounts for all Museums.

(g) Coordinate with the National Park Service and the Department of Interior on issues related to the Museums in general, as well as the State Historic Society, the State Historic Preservation Office and the Environmental Quality Division.

(h) Develops a comprehensive public relations and information program to raise public awareness of museum activities.

(i) Coordinates with Commandants and branch historians for the Field Artillery and Air Defense Artillery to ensure Military History education program efforts are coordinated and that appropriate military history learning objectives included in the programs of instruction (POI).

(2) Fort Sill National Historic Landmark and Museum.

(a) Maintain, preserve, conserve, and exhibit artifacts and collections of all items related to the Frontier Army, Fort Sill National Historic Landmark (NHL), and Southwest Oklahoma.

(b) Maintain accountability of collections, artifacts and museum facilities to include all historical structures IAW AR 870-20 and Department of the Interior regulations to include the National Historic Preservation Act and Native American Graves Protection and Repatriation Act.

(c) Acquire new artifacts, and reproductions.

(d) Manage hand receipts.

(e) Maintain historical and artifact records.

(f) Maintain archives, assist with research, provide responses to public and government information inquiries.

(g) Provide Army education and training, additionally perform education programs for, and otherwise interact with, the civilian public, academic, scientific, and ethnic organizations

(h) Coordinate with the National Park Service and the Department of Interior on issues related to the NHL, as well as the State Historic Preservation Office and the Environmental Quality Division.

(i) Serves as an advisor to the Command on Native American / cultural and preservation issues.

(3) Field Artillery Museum.

(a) Maintain, preserve, conserve, and exhibit artifacts and collections of the Field Artillery Branch, to include branch doctrine and technology IAW AR 870-20.

(b) Maintain accountability of collections, artifacts and museum facilities.

(c) Acquire new artifacts, and reproductions.

(d) Manage hand receipts.

(e) Maintain historical and artifact records.

(f) Maintain and update current exhibits, assist with research, provide responses to public and government information inquiries.

(g) Provide branch history education and training to AIT, NCOES, OES and WOES students. Additionally perform education programs for, and otherwise interact with, the civilian public, academic, and scientific organizations.

(h) Coordinate with FA branch historian on instructional content.

(4) Air Defense Artillery Museum.

(a) Maintain, preserve, conserve, and exhibit artifacts and collections related to the ADA Branch to include branch doctrine and technology IAW AR 870-20.

(b) Maintain accountability of collections, artifacts and museum facilities.

(c) Acquire new artifacts, and reproductions.

(d) Manage hand receipts.

(e) Maintain historical and artifact records.

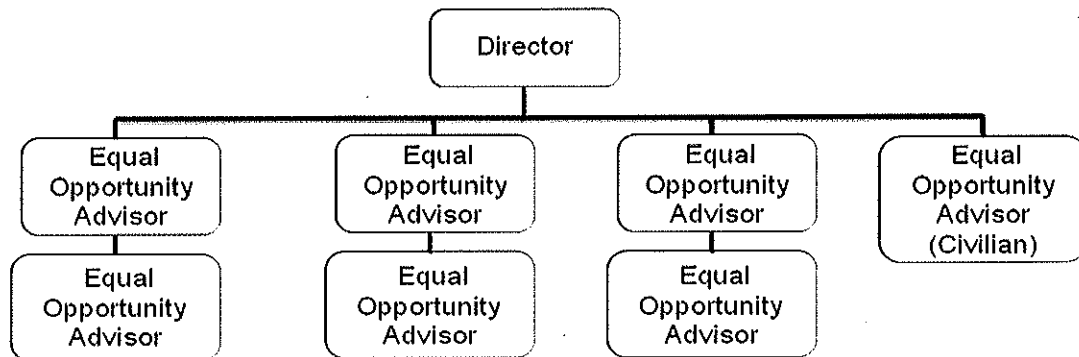(f) Maintain and update current exhibits, assist with research, provide responses to public and government information inquiries.

(g) Provide branch history education and training to AIT, NCOES, OES and WOES students. Additionally perform education programs for, and otherwise interact with, the civilian public, academic, and scientific organizations.

(h) Coordinate with ADA branch historian on instructional content.

3-24. Equal Opportunity Office.

a. Mission. Provide advice and assistance to all commanders, directors, managers, Soldiers, and Family members, in understanding, executing or managing a full service Equal Opportunity Program for the USAFCoE and Fort Sill and Tenant Organizations, objectives include ensuring fair and equal treatment without regard to race, color, religion, gender, or national origin, and maintain an environment free of sexual harassment that fosters fitness, cohesion and promotes military readiness through the maximum development and utilization of human resources.

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Figure 3-9. Organization of the Equal Opportunity Office

b. Functions.

(1) Serves as the primary advisor to the CG on all matters pertaining to Equal Opportunity.

(2) Monitor's the installations equal opportunity climate.

(3) Maintains EO assistance lines to provide advice and information on unlawful discrimination and sexual harassment.

(4) Schedules, plans and conducts the Equal Opportunity Leaders Courses and facilitation courses as needed to ensure each company, battery and battalion commander has trained EO leaders within their units to assist in executing their EO responsibilities.

(5) Collects and maintains statistical data concerning racial/ethnic category and gender for management of personnel and EO action plan initiatives.

(6) Establish an effective link with brigade EOAs and EEO representatives and assist with training and complaints as needed.

(7) Conducts an annual review of the EO action plan, recommends changes and republishes as needed.

(8) Ensures that the installation EO Program complies with all DoD policies and directives concerning EO.

(9) Review Quarterly EO reports from subordinate commands and ensures these reports are submitted to HQDA IAW AR 600-20.

(10) Maintains the EO Database.

(11) Advertise the EO Program through installations and communities to ensure all personnel are aware of EO programs, complaint procedures, and the EO link to unit readiness, cohesion, and success on the battlefield.

(12) Keeps the commander and command group informed on human readiness concerns through quarterly EO progress reports.

(13) Assists with EO training, attends EO Conferences and plans ethnic observances IAW AR 600-20. Writes or coordinates for command commemorative letters/memorandums as requested.

(14) Assists and evaluates human relations and EO training programs that support readiness.

(15) Understands and articulates DoD and Army Policies concerning EO.

(16) Assess and evaluate the human relations and EO command climate IAW AR 600-20 by conducting onsite SAVs.

(17) Develops, executes and manages a budget to ensure that the Commander's EO Program is properly resourced.

(18) Assists commanders with command climate surveys and annual assessments for each unit as needed.

(19) Mentors and provides Equal opportunity Advisors with professional development opportunities.

(20) Verifies, validates and monitors the EOA manning structures for subordinate commands.

(21) Works closely with IG, SJA, PAO, and the Chaplains' offices to coordinate timely responses to issues and concerns.

(22) Acts as the appellate authority action office for EO complaints; provides complaint processing guidance to subordinate units as required.

3-25. Quality Assurance Office

a. Mission. Provide training assessments and recommendations to ensure the quality and effectiveness of FCoE training and education. Ensure quality controls are in place to promote quality training and education practices in the FA and ADA Schools, for all IMT/PME training, and in other FCoE training and educational venues. Provide oversight as lead agency for the accreditation of the FCoE. Also provide accreditation oversight and ensure Total Army School System (TASS) compliance across FA and ADA ARNG Regional Training Institutes (RTIs) ensuring FA/ADA series ARNG training is equivalent to Active Component Training. Conduct other Quality Assurance missions as deemed appropriate by the FCoE Commander.

b. Organization. See Figure 3-10 below.

Fires Center of Excellence
Quality Assurance Office

	Director **Deputy Director** **NCOIC** **Admin Assistant**	
Matrix-Managed Organization		

Field Artillery School **Quality Assurance Element** Training Evaluations Assessments & Analysis Surveys / Accreditation	**Air Defense Artillery School** **Quality Assurance Element** Training Evaluations Assessments & Analysis Surveys / Accreditation

TASS / ARNG **Regional Training Sites** **Quality Assurance Team** RTI Training Evaluations RTI Accreditation Surveys & Assessment	**Quality Assurance** **Assessment Team** Training Evaluations Accreditation Special Projects	**Quality Assurance** **Analysis Team** Courseware Training Products Accreditation Special Assessments

Figure 3-10. QAO Organization

c. Functions.

(1) Advises the FCoE Commander, Command Group, FA/ADA Commandants and subordinate commanders on the quality of training and education at the FCoE.

(2) Evaluates the effectiveness of training.

(3) Ensures training meets compliance standards IAW TRADOC regulations.

(4) Recommends changes to instruction to improve training effectiveness (trends, findings, and recommendations for improvement).

(5) Advises training unit commanders/course managers on ways to implement and/or improve training quality control measures.

(6) Provides assessments and recommendations to ensure the quality and effectiveness of FCoE training by conducting and assessing training through the use of a variety of assessment tools (analysis, observations, evaluations and surveys).

(7) Ensures instructors and training developers use the best training and education practices and they best fit the type of training being executed.

(8) Provides FCoE TRADOC accreditation oversight by assisting in preparing the FCoE for TRADOC accreditation inspections.

(9) Develops and monitors the FCoE accreditation effort.

(10) Submits required reports to TRADOC QAO.

(11) Follows up on TRADOC Accreditation Team findings until resolved.

(12) Provides TRADOC Accreditation oversight to ensure FA and ADA series training at ARNG Regional Training Institutes (RTIs) meets TRADOC standards.

(13) Conducts accreditation of all aligned ARNG FA/ADA training battalions.

(14) Reviews Total Army Training System (TATS) Courseware.

(15) Serves as a liaison between the Senior FCoE ARNG Advisor, the ARNG FA and ADA SMEs, the FA and ADA DOTD representatives and the ARNG RTI Regimental and Battalion Commanders (containing FA and ADA training elements).

(16) Ensures FA/ADA series ARNG training is equivalent to AC training (RTIs).

(17) Attends pertinent training related conferences and meetings.

(18) Provides focused and special assistance to commanders and course managers to improve identified areas of concern related to training, education and training support.

(19) Conducts internal and external QAO related evaluations and surveys.

(20) Performs a variety of additional Quality Assurance related functions.

3-26. Staff & Faculty Development Division Mission. Provide Fires Center of Excellence staff and faculty with instruction, opportunity, and the environment for personal growth that enables them to excel in their abilities to teach the world's best Soldiers. Conducts training and ensures

that students are properly identified, scheduled, and that their completion of training is properly documented. Additionally, the division oversees the CP32 program, identifies course improvements, and analyzes data to improve FCoE student, staff, and faculty training.

a. Organization. See Figure 3-11 below

**Fires Center of Excellence
Staff & Faculty Development
Division**

Matrix-Managed Organization	**Chief SFDD** **Admin Assistant**	
Professional Development Section Education & Training Learning Methodologies	**Instructor Training Section** Course Managers ABIC SGITC SAT-BC OBTE / ALM Special Courses Instructor Observations	**Special Programs Section** CP 32 GS-1750 Interns Instructor Recognition

Figure 3-11. SFDD Organization

b. Functions.

(1) Perform registration and administration of staff and faculty enrollments for FCoE personnel.

(2) Conduct Staff and Faculty Common Training (SFCT) courses IAW Individual Development Plans (IDPs) and future courses as directed by TRADOC.

(3) Prepare and issue training certificates or diplomas to Staff and Faculty course graduates.

(4) Document Staff and Faculty course student enrollments and graduations in the Army Training Requirements and Resources System (ATRRS).

(5) Assist the Activity Career Program Manager (ACPM) in training and managing DA and local Career Program (CP) 32 interns and fellows.

(6) Identify additional Fires Center personnel training requirements to sustain existing skills and to support new training technology, techniques, and methods; conduct annual training needs survey; review CP32 IDPs for training requirements.

(7) Investigate emerging training methodologies, validate them for applicability within the FCoE, and develop and execute an implementation plan to faculty and staff.

(8) Acquire and distribute information on new training technologies and instructional techniques and methods; provide or acquire training for new instructional technologies and methods to instructors and staff.

(9) Provide consultation concerning training, training development, and training technology, to include providing training technology and professional development of FCoE trainers and training developers.

(10) Structure training for professional development of FCoE personnel.

(11) Track and schedule required training for FCoE staff and faculty personnel.

(12) Develop Staff and Faculty development training IAW TR 350-70.

(13) Exercise quality control of Staff and Faculty training in meeting individual and organizational needs.

(14) Maintain approved Staff and Faculty development course POIs IAW the Training Requirements Analysis System (TRAS).

(15) Maintain statistical data on Staff and Faculty training conducted in the FCoE.

(16) Maintain historical archive of completed Staff and Faculty training.
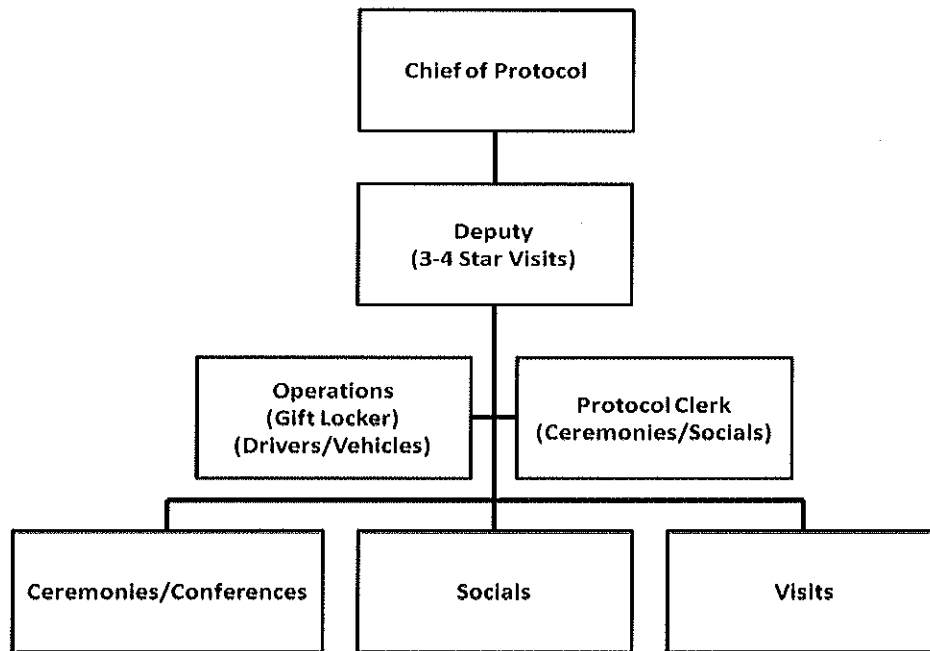
(17) Manage the Civilian Education System (CES) Fellows Program for the FCoE.

(18) As an additional duty, Chief of SFDD acts as the CP32 Activity Career Program Manager (ACPM) for Fort Sill.

(19) Provide advice/assistance in move to establish the Joint & Combined Fires University.

3-27. Protocol Office.

a. Mission. The FCoE Protocol Office resides with the Senior Commander and is responsible to provide direct protocol support for the planning, coordinating and executing of official visits, ceremonies, conferences and social events hosted by the Commanding General, DtCG, Commandants or others as directed by the Chief of Staff. Provides advice and guidance to Garrison, FORSCOM units, and tenant commands.

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  │   Operations   │                      │   Protocol Clerk   │
  │  (Gift Locker) │                      │ (Ceremonies/Socials)│
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│  Ceremonies/   │ │  Socials │ │    Visits   │
│  Conferences   │ │          │ │             │
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Figure 3-12. Protocol Organization

b. Functions.

(1) Official Visits.

(a) Propose visit requests to Chief of Staff for approval.

(b) Coordinate w/SJA to ensure legality in usage of government assets and appropriate funding. Ensure specific command and visitor's objectives are established.

(c) Determine social events, guests, locations and funding.

(d) Plan, coordination, develop itinerary and conduct IPRs for official visits of Distinguished Visitors (DVs).

(e) Coordinate/provide transportation, billeting, and security.

(f) Provide welcome letters, site recons, escort briefs, and execute visit.

(2) Social Events.

(a) Propose social events to the Chief of Staff for guidance/approval.

(b) Determine host, guest list, venue, menu selection, entertainment and funding.

(c) Coordinate with venue and staff offices.

(d) Conduct IPRs for large scale social events and coordinate responsibilities with staff elements.

(e) Develop invitations, menu cards, toast cards, place cards, décor, etc.

(f) Track RSVPs and provide updates to the Chief of Staff in order to obtain additional guidance on guests.

(g) Arrive in advance to venues for set up; walk thru with host prior to event, set up receiving lines, execute event, and close out with venue/remit payment.

(3) Ceremonies.

(a) Coordinate and execute personal recognition ceremonies hosted by the CG, DtCG, or Commandant(s) not managed by DPTMS.

(b) Receive confirmation CG will host.

(c) Determine guest list and venue.

(d) Coordinate with venue and staff offices.

(e) Develop invitations, sequence of events, narrative scripts; provide award bearer and narrator. Track RSVPs/update CofS in order to obtain additional guidance on guests.

(f) Conduct walk-thru/rehearsals and to conduct site set up of flags and seating. Establish receiving lines and execute event.

(4) Conferences. Provide Protocol support to FCoE lead agencies.

(a) Advise on conference scope, attendees, venue, and billeting requirements.

(b) Coordinate with venue, hotels, and staff offices, contract venue and hotel, if required.

(c) Conduct IPRs for large scale social events and coordinate responsibilities with staff elements.

(d) Plan, develop, and execute logistical support for VIP guests.

(e) Augment existing staff to cover established requirements arising from large scale events (transportation, AV, force protection, host nation liaison, aviation, information management, etc.)

(f) Develop invitations, menus, breaks, and socials.

(g) Assist in finalizing conference agenda (spouse agenda, if applicable).

(h) Track RSVPs.

(i) Advance site for set up of seating.

(j) Check in conference attendees and collect conference fees.

(5) Gift Locker.

(a) Provide advice and guidance as required by CG.

(b) Maintain custody of gift items.

(c) Monitor usage and implement budget requirements.

(6) Secretary of the Army .0012 Contingency Funds.

(a) Submit annual/quarterly budget requests.

(b) Reviews/signs requests for .0012 funds prior to submission.

(7) Serve as a key member of the Information Engagement Working Group/Engage Board.

3-28. Strategic Communications.

a. Mission. To develop public understanding and support for the Army and Fort Sill by communicating with Fort Sill's external audience through the mass media and social media, supporting the Commanding General's strategic communications, publishing a command newspaper, publishing a professional Fires Bulletin and conducting other information programs to inform Fort Sill's internal audiences, fostering good relations with various civilian publics impacting Fort Sill, and providing public affairs advice and planning to the Fires Center of Excellence, Fort Sill Garrison, and tenant units on the installation.
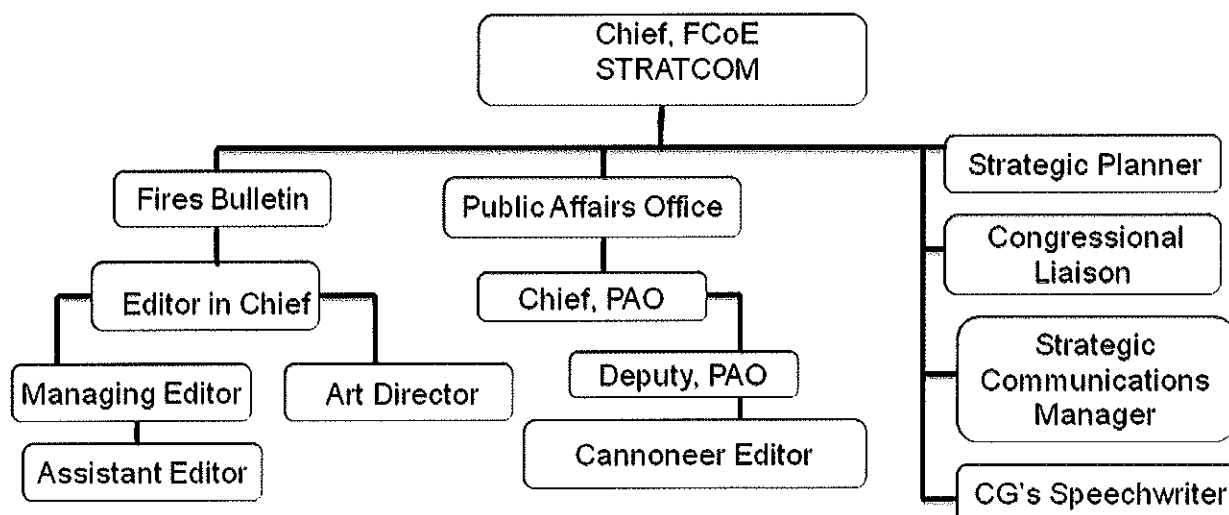

Figure 3-13. STRATCOM Organization

b. Functions.

(1) Strategic Communications.

(a) Develop a strategic communications program targeted at maneuver and joint commanders and higher headquarters that Fires Soldiers are experts in lethal and non-lethal fires.

(b) Develop an engagement strategy that targets the DA and FORSCOM leadership.

(c) Develop an engagement strategy that targets Sister Service leadership.

(d) Use non-Fires periodicals as a means of conveying to non-Fires audience that FCoE is the expert in all fires (lethal and non-lethal).

(e) Create a culture within the Fires community that embraces, understands, and appreciates the sacrifices and achievements of Fires Soldiers.

(f) Develop an engagement strategy that targets the Fires stakeholder community.

(g) Develop a STRATCOM plan that addresses retention and recruitment.

(h) Continue to manage the Fires Bulletin to ensure it serves as a forum for the professional discussions of US Army and Marine FA (FA) and Army ADA (ADA) professionals.

(i) Integrate approved STRATCOM objectives, messages, and themes across the Command.

(j) Develop Commander's Guidance, Intent, Stated Objectives Messages, Themes, and Talking Points.

(k) Constantly refine the overall STRATCOM engagement plan.

(l) Identify potential strategic engagement course corrections.

(m) Assess message effectiveness.

(n) Receive Commanders guidance and decisions on way ahead and disseminate across the FCoE.

(o) Coordinate and prioritize Strategic efforts.

(2) Public Affairs planning, analysis and strategic communications.

(a) Develop and implement PA information strategies to support the FCoE's STRATCOM efforts and educate the public about the FCoE's mission, programs and initiatives.

(b) Provide advice and support to FCoE and Garrison leadership and staff on PA matters.

(c) Provide policy and regulatory guidance, technical advice and assistance to FCoE schools and activities, subordinate units and tenant units on Fort Sill.

(d) Provide media training to FCoE, Garrison and tenant units and activities.

(e) Write PA annexes for contingency plans, plan for crisis communications.

(f) Analyze media coverage to determine whether Command message was conveyed and accurately reported. Determine corrective action if needed.

(g) Report results, track data for Installation Status Reports (ISR), Common Levels of Support (CLS), etc.

(h) Locate stories about FCOE in media by searching web sites, Google, Early Bird, etc.

(i) Provide Media Summary to FCOE and Garrison senior leaders.

(3) Media Relations.

(a) Receive, process requests for information from civilian news media.

(b) Analyze requests for information considering AR 360-1, Privacy Act, FOIA, OPSEC, etc.

(c) Research, verify information needed to respond.

(d) Notify Command of sensitive or controversial issues, obtain guidance.

(e) Release information IAW regulations, policy and guidance. Act as Command spokesperson to the media.

(f) Receive, process media requests to visit.

(g) Analyze visit requests considering AR 360-1, Privacy Act, FOIA, OPSEC, etc.

(h) Coordinate media requests to interview senior leaders, Soldiers, etc.

(i) Escort media visitors.

(j) Manage and track Fort Sill participation in the Army Home Town News Program.

(4) Community Relations.

(a) Receive, process requests to support civilian events with military resources.

(b) Determine appropriateness of support IAW AR 360-1 and the Joint Ethics Regulation (JER).

(c) Coordinate support, e.g., Band, Color Guard, Half Section, Speaker, etc.

(d) Prepare decision paper with recommendation. Track through completion.

(e) Coordinate visits by civic leader groups, e.g., Chambers of Commerce, Leadership Oklahoma, etc.

(f) Coordinate visits by key audience groups, e.g., veterans, Scouts, school groups, etc.

(g) Manage Fort Sill community relations support to recruiting events.

(h) Coordinate requests from recruiting battalions for 2-Soldier MOS teams to visit schools in support of the Total Army Involvement in Recruiting Program.

(i) Coordinate recruiting battalion civilian educator visits to Fort Sill.

(j) Determine appropriateness of support IAW AR 360-1 and JER.

(k) Determine STRATCOM message we want to convey to particular groups.

(l) Coordinate itineraries, escort visits while in progress.

(m) Track data for ISR, CLS, etc.

(5) Command Information.

(a) Publish a weekly command newspaper (The Cannoneer).

(b) Cover FCoE and Fort Sill Garrison mission-specific programs and activities.

(c) Write articles, select graphics/photographs and disseminate to multiple internal audiences.

(d) Design and produce print and electronic Command Information products for internal use and distribution.

(e) Manage programming for Command-access TV channel (Channel 8).

(f) Publicize community information notices in the Cannoneer and on Channel 8. Broadcast up-to-date weather information on Channel 8.

(g) Utilize the Cannoneer, Channel 8 and other PAO venues to support Command events/initiatives such as Town Halls, Community Partnership Meetings, CG fitness challenges, etc.

(h) Publish Cannoneer stories and photos to social media sites like Facebook and Flicker to engage Soldier and Family audiences.

(6) Publicly Accessible Website.

(a) Manage the publicly-accessible (internet) website for the FCoE and Fort Sill Garrison. Direct web operations to support the STRATCOM and Command Information functions.

(b) Provide oversight for associated web pages for currency, accuracy and compliance with regulations and the CG's vision, objectives and priorities.

(c) Plan, design, construct, publish and maintain the PAO web pages and topical web pages produced by PAO for the FCOE website.

(d) Test and evaluate multimedia programs for website development and execution. In coordination with CIO and SJA, provide command policy for web publishing (AR 360-1, AR 25-70).

(7) Fires Bulletin.

(a) Produces four to six, 40- to 56-page, bimonthly professional bulletins a year with articles that support *Fires'* mission, the FA, ADA, Army, joint and combined forces, and our nation.

(b) Conducts Editorial Review Board Meetings to plan each bi-monthly edition.

(c) Conducts interviews with senior officials and writes articles, as necessary.

(d) Through the FCoE G3/5/7 tasks subject matter experts (SMEs) in the FCoE commands, departments, and directorates to review articles.

(e) Through the FCoE G3/5/7 tasks authors in the school and requests authors in units to write articles or small features. Writes letters for the CG or Commandants to ask authors to write articles.

(f) Edits copy, lays out the magazines and works with the commercial contractor to print the magazines.

(g) Meets with the CG and Commandants, successively, for their review at the dummy stage of each magazine.

(h) Updates computerized mailing lists and mails the magazines for each edition. Revises the print contract for its annual award.

3-29. Safety Office.

a. Mission. The mission of this office is to provide the Fires Center of Excellence (FCOE) and Fort Sill leaders with proactive safety support. Assist Commanders and Directors with the integration of safety into all activities, schools, and branches. Develop and implement processes to internalize and integrate risk management into all activities and operations.
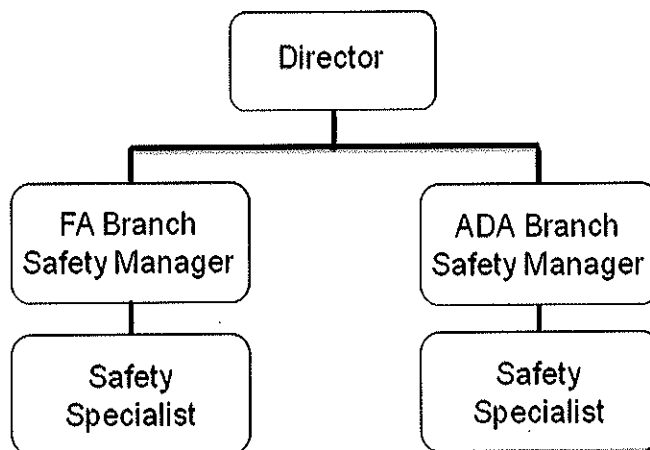
Figure 3-14. Safety Organization

b. Functions.

(1) Manage and direct safety core programs

(2) Strategic Planning, Safety Program Evaluation, Councils and Committees

(3) Safety inspections: Evaluate High, Medium, Low Hazards, Standard Army Safety Occupational Health (SASOHI) inspections, and provide assistance to organizations

(4) Explosives Safety Management

(5) Accident Investigation and Reporting

(6) Safety Training

(7) Motor Vehicle Accident Prevention

(8) Public, Family, Off-Duty Recreational and Seasonal Safety

(9) Integrate Composite Risk Management into School Products

(10) System Safety Management

(11) Branch Safety Management (FA/ADA)

(12) Radiation Safety Management

(13) Tactical Safety

(14) Safety Awards Program

(15) Safety Office Administration

3-30. 77th Army Band.

a. Mission. Provide music throughout the full spectrum of military operations and instill in our Soldiers the will to fight and win, foster the support of our citizens, and promote our national interests at home and abroad.

b. Function. Provides musical support for official ceremonies, Soldier and Family support, recruiting, public relations, and appropriate social events.

Chapter 4
ADA Commandant

4-1. Mission.

a. The United States Army Air Defense Artillery School (USAADASCH) trains the Army's air and missile defense (AMD) Soldiers, leaders, and civilians; supports training of operational Army forces as well as Joint, Intergovernmental, Interagency, and Multinational (JIIM) Forces; sets the standard for AMD training, provides AMD capabilities and doctrine to support the future force; performs ADA Soldier life-cycle management; and assists in the accession and retention of its Soldiers in the Army.

b. USAADASCH is the premier learning institution and architect of integrated AMD doctrine, organization, and materiel dedicated to developing and preparing Soldiers and leaders for tomorrow's challenges across the spectrum of military operations.

4-2. Organization of ADA Commandant. See Figure 4-1 below.
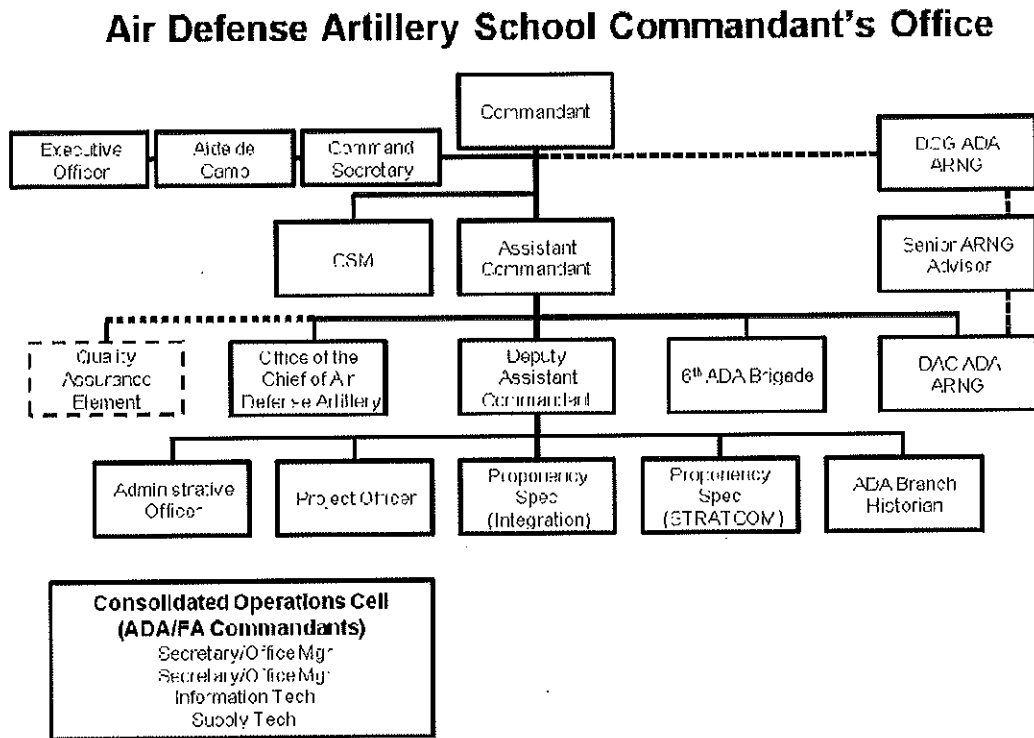
Air Defense Artillery School Commandant's Office

Figure 4-1. Organization of the ADA Commandant

4-3. Core Competencies.

a. USAADASCH provides skilled ADA Soldiers to the force, capable of fighting interdependently with other elements of the JIIM team at strategic, operational, and tactical levels.

b. USAADASCH educates and grows leaders. The School creates versatile and adaptive leaders, proficient in their branch and the fires environment through the use of state-of-the-art virtual and constructive training, education, leader development courses, and materiel which will span individual and collective training, as well as, self-development, institutional, and operational assignment training.

c. USAADASCH engages, collaborates, and partners with other branches, military services, coalition forces, and interagencies to expand interoperability and integration, and to develop AMD students into master integrators of AMD and fires capabilities at all echelons.

d. USAADASCH collects ADA observations from the field and facilitates dissemination of lessons learned to operational forces, the institutional Army, and the joint community, through

cooperation with the Center for Army Lessons Learned (CALL), Combat Training Centers (CTCs, and other outside agencies.

e. USAADASCH ensures that the history and traditions of ADA are documented and maintained.

4-4. Roles, Responsibilities, and Functions.

a. The ADA Commandant has oversight of all USAADASCH activities and assumes responsibilities as CG, FCoE and Fort Sill when required. The Commandant is responsible for the institutional training of all Army, Joint, and Allied air and missile defense leaders. The Commandant conducts training, leader development, and education, and is the personnel proponent for the ADA branch. As outlined in AR 5-22, *The Army Force Modernization Proponent System*, the ADA Commandant, as the branch proponent, is responsible for leader development and education, the execution of branch-specific training, leveraging and disseminating lessons learned from the field, developing the accessions strategy, and providing recommendations to our senior Army leaders on the personnel life cycle and career path of our Soldiers and leaders. Additionally, the Commandant provides recommendations and submits needs requirements to the FCoE Commander regarding ADA force management, training development, and modernization. The Commandant and his staff coordinate with other Centers of Excellence (CoEs), combined arms centers, CTCs, higher headquarters, U.S. Army Space and Missile Defense Command (USASMDC), and the Missile Defense Agency (MDA), among others, to accomplish its mission.

b. The USAADASCH/ ADA Branch Command Sergeant Major (CSM) serves as the Senior Enlisted Advisor to the ADA Commandant, as well as, to ADA noncommissioned officers and enlisted personnel. The CSM serves as the USAADASCH subject matter expert (SME) on all matters concerning enlisted training and education. The CSM also conducts ADA training, leader development and education, and has personnel responsibilities for the branch.

(1) Responsible for the health, welfare and training of cadre and students.

(2) Implements AMD doctrine and coordinates with other CAC, CTCs, and higher headquarters.

(3) Exercises supervisory leadership over the 6th ADA Brigade.

(4) Advises and assists in the formulation and implementation of enlisted personnel management for CMF 14.

(5) Makes recommendations on the personnel life cycle appropriate for the ADA branch.

c. Personal Staff.

(1) The Executive Officer.

(a) Manages taskings and missions for the Commandant's Personal staff. Special staff, and 6th Air Defense Artillery Brigade.

(b) Supervises the Command Secretary, Driver, and in absence of the Commandant, the Aide-de-Camp.

(c) Provides direct assistance to the Commandant's Staff in integrating, coordinating, processing, and supervising execution for staff actions involving the operations of the FCoE, ADA and FA Schools, garrison and tenant units of the installation requiring concurrence, approval, or the attention of a member of the Commandant's Staff.

(d) Serves as Information Management Officer for the Commandant's Staff

(e) Provides staff advice, assistance, and consultation to the Fort Sill Directorates, ADA and FA Deputy Assistant Commandants (DAC) and 6th Air Defense Artillery Brigade in administrative processes and in matters related to personnel administration.

(f) Interprets policy, program documents and regulations, and provides advice and assistance to commandant's staff, and ADA and FA DAC to resolve problems and maintain continuity of work and training missions.

(g) Issues instructions in the form of staff memorandums or directives to serve as guides to staff principals relating to administrative and policy functions.

(h) Serves as a link between Fort Sill units and agencies and the Commandant's Staff.

(i) Integrates, coordinates, processes, and supervises execution of staff actions.

(j) Plans and supervises conferences chaired by the Commandant, Assistant Commandant, and Supervisory Education Advisor.

(k) Directs preparation of and monitors execution of itineraries for distinguished visitors to the Commandant

(l) Monitors preparation and execution of all official social events and ceremonies involving the Commandant.

(2) The Aide-de-Camp serves as a personal assistant to the Commandant. Ensures the Commandant's well-being and security, and relieves him of routine and time consuming duties. His primary functions are:

(a) Prepares and organizes schedules, activities and calendars.

(b) Greets and host visitors at the Commandant's office, quarters or during official functions.

(c) Coordinates protocol activities.

(3) The Command Secretary serves as personal Secretary to the USAADASCH Commandant. Provide advice and recommendations to the Executive Officer and Aide-de-Camp on all matters relative to the coordination, integration, and synchronization of staff actions, events, and activities personally affecting and involving the Commandant.

(a) Performs administrative and office management duties in support of the Commandant.

(b) Develops plans, gathers background information and compiles drafts of introduction materiel used to support participation in conferences, formal and informal appearances, presentations and meetings.

(c) Manages the operational schedule and coordinates all travel arrangements.

(d) Organizes, maintains, and controls personal and professional files and correspondence.

(e) Records dictation.

(4) The Family Readiness Support Advisor (FRSA) serves as the administrative assistant for the Commandant's Family Readiness Group (FRG) Program. Although assigned to the Commandant's office, the FRSA is attached to the 6th ADA Brigade and functions as the brigade FRSA. Performs a variety of clerical, technical, and administrative duties in support of the FRG Program, the unit commander, volunteer Family Readiness Group (FRG) leaders and workers. Implements and maintains Family support services for Family members separated from their military sponsor due to mobilization, deployment and training efforts, or other duty requirements. As such, contributes to combat readiness by promoting efficient and effective communication between the command, FRGs, community resources and Family members. Demonstrates sensitivity to the diverse needs of mobilized or deployed Soldiers and Family members.

d. Special Staff.

(1) The Assistant Commandant (AC) advises and assists the Commandant on matters pertaining to the ADA. The AC provides overwatch and acts as a liaison for the Commandant to ensure his intent is carried out in short and long-range planning through execution of the following functions:

(a) Serves as a liaison and represents the Commandant to the Joint and Combined Integration Directorate (JACI), Directorate of Training and Doctrine Development (DOTD), and Capabilities Development & Integration Directorate (CDID) for all ADA systems, capabilities, and force structure

(b) Formulates and revises plans, programs, policies, and procedures for the execution of the ADA branch vision

(c) Oversees staff actions, projects, and activities

(d) Develops policies and plans for ADA training initiatives and leader training programs

(e) Assists in the integration of the USAADASCH Training Strategy into the FCoE

(f) Provides recent operational experience, and ensures current lessons learned and evolving TTPs are incorporated into programs of instruction (POIs)

(g) Provides oversight on the supporting training strategies, leadership development, simulations training strategy, and ADA future requirements and strategy

(h) Assists the Commandant with external engagement efforts linking the ADA School with the operational force

(i) Assists the Commandant in influencing HQDA, Joint, and TRADOC staffs to realize branch strategies

(2) The Civilian Assistant Commandant provides daily technical and managerial direction for the ADA School. The Civilian Assistant Commandant may represent USAADASCH at events, providing advice and guidance to the Department of Defense, Army Staff, Congressional staffs, major commands, research/study activities and members of the training community. Briefs General Officers, Senior Executive Service personnel and visiting foreign officials on USAADASCH actions and initiatives. His primary functions are:

(a) Provides Daily technical and managerial direction for USAADASCH.

(b) Coordinates and integrates activities of the 6th ADA Brigade, the OCADA, the ADA Branch Historian, and the Commandant's staff.

(c) Serves as a liaison and represents the Commandant to JACI, DOTD, and CDID for all ADA systems, capabilities, and force structure.

(d) Formulates and revises plans, programs, policies, and procedures for the execution of the ADA branch vision.

(e) Oversees staff actions, projects, and activities.

(f) Develops policies and plans for ADA training initiatives and leader training programs.

(g) Assists in the integration of the USAADASCH Training Strategy into the FCoE.

(h) Provides recent operational experience, and ensures current lessons learned and evolving TTPs are incorporated into programs of instruction (POIs).

(i) Provides oversight on the supporting training strategies, leadership development, simulations training strategy, and ADA future requirements and strategy.

(j) Assists the Commandant with external engagement efforts linking the ADA School with the operational force.

(k) Assists the Commandant in influencing HQDA, Joint, and TRADOC staffs to realize branch strategies.

(l) Manage International Student Division (ISD).

(3) Air Defense Artillery Deputy Commanding General-Army National Guard Serves as the advisor to, and as the personal representative of, the Commanding General (CG) FCOE and Air Defense Artillery Branch Commandant for all ARNG matters. He is responsible to CG and FA Commandant for monitoring all ARNG domains of DOTMLPF. He ensures the ARNG is fully integrated in the planning processes, staffing considerations, force structure, doctrinal development, resource management, training requirements, and operational execution by all United States Army Air Defense Artillery Center Command and Staff elements. Primary functions include:

(a) Represents the FCoE CG or ADA Commandant at senior-level meetings, conferences, and the ARNG Air Defense Artillery Advisory Committee.

(b) Participates in command functions.

(c) Represents the FCoE CG or ADA Commandant at Reserve Component meetings, conferences, and activities requiring general officer representation.

(d) Integrates and resolves issues for both the ARNG and the USAR as they relate to Air.

(e) Defense Artillery and mobilization training.

(f) Participates in ceremonies as a speaker or in other needed capacities.

(g) Serves as the Deputy Chief of the Air Defense Artillery for ARNG Air Defense Artillery Forces.

(h) Serves as the ARNG liaison to the JACI, DOTD, and CDID for ADA systems, capabilities, and force structure.

(i) Formulates and revises ARNG plans, programs, policies, and procedures for the execution of the ADA branch vision.

(j) Assists in the integration of the USAADASCH training strategy to include policies and plans for the development of ADA training initiatives and leader training programs to ensure ARNG equities and perspectives are included.

(k) Ensures that ARNG input is provided in the development, evaluation, and revision of all ADA training and doctrine products, training devices, and programs of instruction (POIs).

(l) Provides advice and assistance to the Commandant, AC, and all principal USAADASCH directors on matters pertaining to the ARNG.

(m) Serves as the staff link between USAADASCH, NGB, ACOMs, State Adjutants General, senior ADA commands, and ARNG ADA Regional Training Institutes on ARNG ADA matters.

(n) Manages the ADA ARNG Active Guard Reserve (AGR) ADA personnel and resources and all other ARNG ADA efforts at the FCoE.

(o) Responsible for initial orientation and counseling of all ARNG ADA officers attending USAADASCH courses.

(p) Serves as ARNG USAADASCH liaison to USASMDC, USNORTHCOM, and MDA concerning the Ground-Based Midcourse Defense (GMD) program.

(4) The ADA Branch Historian serves as the institutional and corporate memory of the ADA branch. The branch historian establishes emphasis to be given to specific areas, and time frames to accomplish assignments, in coordination with the Army Historical Program, the TRADOC Command History Program, and the TRADOC Military History Education Program. The Historian acts independently develops and executes the ADA branch historical program, sets work plans, establishes the parameters of assignments, and accomplishes work according to professional standards. The ADA Branch Historian is responsible for all ADA Branch command exit interviews and maintains the history of the ADA School as well as all operational ADA organizations. His primary functions are:

(a) Independently conducts research, compiles data, writes and edits the Annual Command History Reports IAW AR 870-5 and TRADOC Reg 870-1.

(b) Conducts oral history interviews of ADA officers and Soldiers, particularly combat after-action interviews, and uses the interviews to build the Warrior Ethos within the branch.

(c) Researches, writes, and edits historical monographs, articles, and studies as assigned by the Commandant, or as requested by other staff agencies.

(d) Independently performs historical research in response to inquiries regarding the ADA branch and prepares response.

(e) Serves as action officer for the Military History Education Program (MHEP) in USAADASCH, coordinating required military history instruction, teaching branch history to officers and Soldiers, conducting staff rides, and bringing branch and military history into POIs.

(f) Maintains the ADA Historical Records Collection, with special emphasis on current conflicts and the compilation of important historical documents.

(g) Serves as the primary representative of USAADASCH to the installation memorialization board.

(5) The Administrative Officer serves as an advisor to the Commandant, Assistant Commandant, and Supervisor Educational Advisor. He is responsible for the management/personnel actions, management and process improvement, budget and program analysis, and formulating and advising on non-technical policies and procedures. Primary functions are:

(a) Personnel management/personnel actions.

(b) Management and process improvement.

(c) Budget and program analysis.

(d) Formulating and advising on non-technical policies and procedures.

(e) Represent the AC regarding administrative issues.

(f) Review personnel action requests.

(g) Assists with recruitment actions.

(h) Monitors organizational effectiveness.

(i) Plans and performs management and organizational studies.

(j) Analyzes and evaluates changes in position structure.

(k) Review and analyze budget and programming matters.

(l) Performs procedural, administrative, analytical and advisory assignments relating to the manpower program.

(m) Coordinates and prepares replies to administrative reports.

(n) Compiles statistical and performance data.

(o) Plans, organizes, and coordinates logistics, travel, procurement, supply, records and forms management as required.

(6) The ADA Project Officer serves as the operational advisor to the Commandant, Assistant Commandant, and Supervisory Education Advisor. The project officer will formulate and adapt directives, analyze, recognize and participate in problem solving, correlate activities, and integrate training and operational matters into the mission. Primary functions are:

(a) Accomplish training and operational requirements.

(b) Forecast major training support requirements such as resident training and off-site training facilities.

(c) Define future needs of ADA student and instruction requirements.

(d) Analyze construction and equipment plans to ensure future instruction requirements are met.

(e) Ensure long-range plans meet overall DA goals.

(f) Direct the review of programs of instruction to identify development and related maintenance and operations requirements.

(g) Support staff visits, command inspections and briefs.

(h) Monitor requests for personnel in support of ADA units world-wide.

(i) Provide input on speeches, briefings, media programs and conference preparation.

(j) Plan and coordinate VTCs and meetings.

(k) Serve as a Knowledge Enabler/Manager; participate in working groups.

(7) The ADA Proponency Specialist *(Integration)* conducts studies and strategic planning to integrate the USAADASCH training initiatives, leader training programs, ADA Branch Commandant vision and strategies, and Army and TRADOC Transformation programs with the FCoE for training, training development, leader development, combat development, proponency, and joint initiatives. Primary functions are:

(a) Serves as the Commandant's lead action officer for integrating all ADA DOTMLPF domains and for coordinating and synchronizing across the FCoE.

(b) Serves as a member of the Fires Campaign plan working group.

(c) Serves as a member of the Integrated Process teams as directed by the ADA Branch Commandant.

(d) Maintains close coordination with USAADASCH Commanders, FCoE directors and program managers.

(e) Coordinates and assists in the development of the AD Strategy.

(f) Serves as Commandant's lead action officer in the development of the ADA Operational Concept.

(g) Closely coordinates with reserve components on training requirements and mission support strategies.

(h) Maintains close coordination with civilian contractors, Foreign Military Sales, ACOMS, Joint Services, JACI, SMDC/ARSTRAT, MDA, LTPO, PEO M&S, COCOMS, Reserve Components, and civilian educational institutions.

(i) Reviews ADA and Joint documents to include Strategies, System Training Plans, Material Requirements Documents, and Doctrinal Publications.

(j) Coordinates with the USAADASCH ARNG liaison to ensure input is incorporated in the development, evaluation, and revision of all ADA training and doctrine products, training devices, and program of instruction (POIs).

(k) Coordinates with the ARNG, USASMDC, USNORTHCOM, and MDA concerning the Ground-Based Midcourse Defense (GMD) program and homeland defense ADA missions.

(l) Serves as a Knowledge Enabler/Manager; participate in working groups.

(8) The ADA Proponency Specialist (STRATCOM) is responsible for conducting studies, analysis and integration of the ADA strategic communications with the FCoE organizations for training, training development, combat development and proponency. The STRATCOM officer programs, conducts analysis, and integrates all ADA information requirements. Principle functions are:

(a) Develops strategies to market and promote the ADA Strategic Communications Program, improve information efforts, and recommends courses of action and use of resources.

(b) Develops and staffs ADA Commandant communications for internal and external audiences.

(c) Develops, publishes, and coordinates promotional material, branch newsletters, articles, pamphlets, and DVDs.

(d) Coordinates public affairs functions for the ADA Commandant; makes decisions or commitments on public affairs issues within established policy.

(e) Coordinates with the Public Affairs Office to convey the ADA mission, its role in national defense, and sensitive issues.

(f) Monitors progress of STRATCOM programs, and approve proposals prior to final preparation and submission.

(g) Serves as a Knowledge Enabler/Manager.

(h) Serves as a member of the Fires Campaign plan working group, and other Integrated Process teams as directed by the ADA Branch Commandant.

e. Operations Section. (Consolidated and co-located to serve both the ADA and FA Commandants).

(1) Secretary/Office Manager. As principal clerical and administrative support assistants, the secretaries/office managers for USAADASCH and USAFAS assist one or more individuals performing various office functions. Primary functions are:

(a) Receives visitors and phone calls.

(b) The ADA Secretary/Office Manager is the primary personal secretary to the ADA AC.

(c) Maintains calendar and appointment schedule for the AC.

(d) Makes travel arrangements, including reservations and accommodations, prepare itineraries, travel vouchers and reports.

(e) Receives and controls mail; reviews outgoing correspondence; searches for, assembles, summarizes information required from various sources; arranges for meetings and conferences; provides advice and assistance to other clerical staff; maintains suspense files in office library.

(f) Operates a personal computer to input, store, retrieve and manipulate data to prepare reports, develop forms, correspondence/memorandums, and create databases.

(g) May be required to prepare and notarize legal documents.

(2) Information Technology (IT) Specialist. The IT Specialist maintains all IT equipment for both USAADASCH and USAFAS. The IT Specialist is directly responsible for rapid responsiveness to the Commandants and their staffs on all IT matters. Primary functions are:

(a) Maintains physical inventories of IT equipment.

(b) Coordinates with the FCoE G6/CIO for support as required.

(c) Ensures security of IT equipment.

(d) Determines IT requirements and coordinates to procure equipment as required.

(3) Supply Technician. The supply technician maintains all property books for USAADASCH and USAFAS to reflect all items of property, repair parts, and components transferred, received, issued, returned or otherwise disposed of. The supply technician is directly responsible for the loading and unloading from delivery vehicles, physically inventorying property at periodic intervals, and noting the location of IT equipment within the ADA and FA Commandant building(s). Primary functions are:

(a) Compares inventory results with property records.

(b) Ensures building security in which property is stored and acts as Fire Marshall and Key Control Officer for the Commandant.

(c) Determines requirements for expendable and nonexpendable supplies and equipment.

f. Office, Chief of Air Defense Artillery (OCADA).

(1) Mission. Serve as the strategic human resources planner and advisor to the Chief of Air Defense Artillery (ADA) on all personnel development matters for the ADA branch. Manages and directs the eight personnel life-cycle management functions of structure (manning), acquisition (recruiting and accessing), distribution, development (training, education and experience), deployment, compensation (pay, entitlements and benefits), sustainment (well-being), and transition (separation) for ADA enlisted Soldiers, noncommissioned officers, warrant and officers Active and Reserve Components (AC/RC). Serve as the ADA personnel force integration manager to synchronize personnel systems with evolving doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) to ensure personnel force designs meet transition and objective force requirements. Oversee and coordinate all ADA functions to foster a sense of well-being and esprit de corps among all members of the branch.
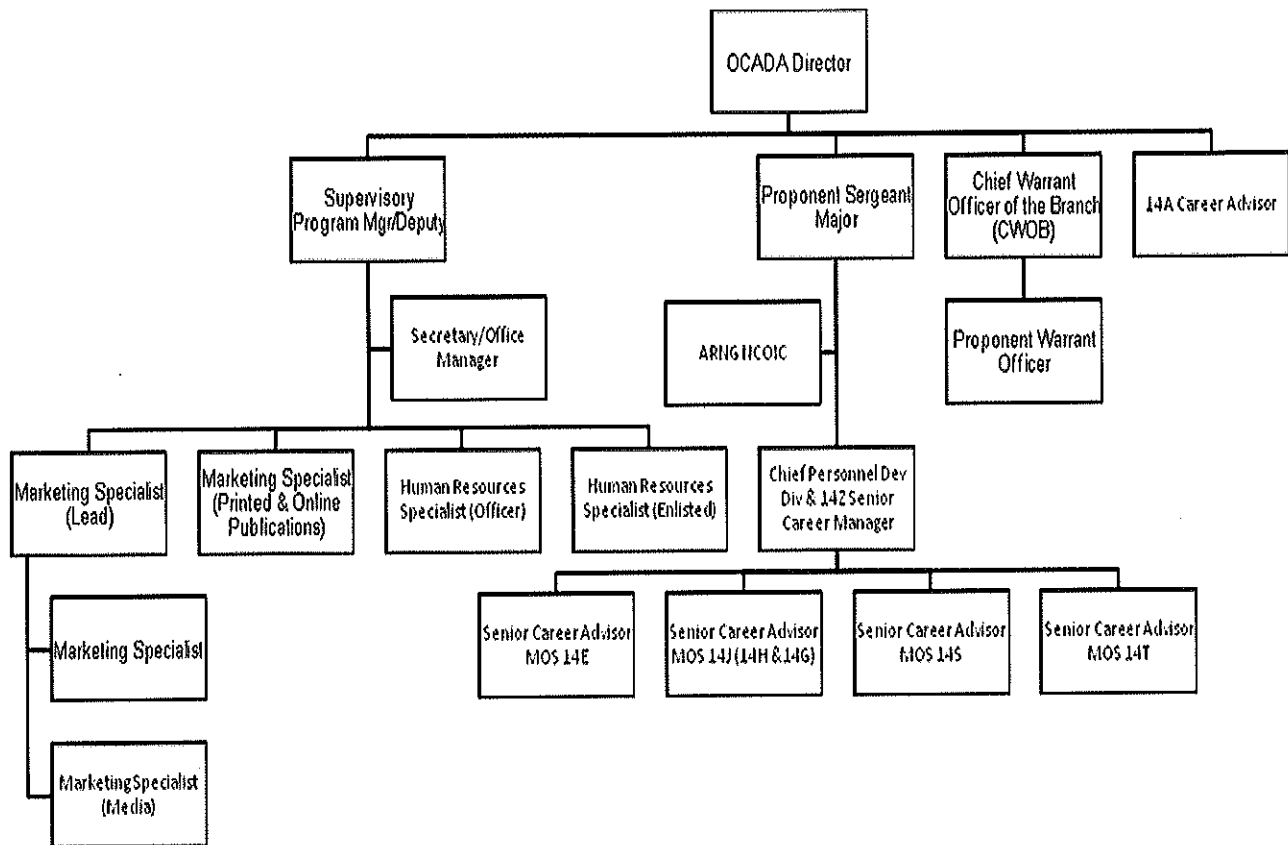
(2) Organization of OCADA. (See Figure 4-2 below.)

Figure 4-2. Organization of OCADA

(3) Functions.

(a) Develop and implement Soldier life-cycle programs that provide the right Soldiers, with the right skills, at the right time, to lead and fill the total Army ADA force. Recommend personnel management policies to improve distribution of ADA personnel. Evaluate effects of unit distribution.

(b) Formulate and articulate the personnel vision for the ADA branch in support of the Chief of ADA's goals and objectives and Army requirements for the objective force.

(c) Advise the Chief of ADA on all matters and policies pertaining to ADA personnel life-cycle management, personnel force integration, and ADA branch activities.

(d) Execute personnel development responsibilities for the ADA branch on behalf of the Chief of ADA (per AR 600-3, *Commissioned Officer Development and Career Management*; DA PAM 600-25, *U.S. Army Noncommissioned Officer Professional Development Guide*; and DA PAM 611-21, *Military Occupational Classification and Structure*).

(e) Provide interface between USAADASCH, the U. S. Army National Guard (ARNG), U. S. Army Reserves (USAR), USAR Component Personnel Administration Center, USAR Personnel Command, and RC units concerning ADA personnel requirements and career programs.

(f) Maintain liaison and coordination with other proponent schools and centers, the Combined Arms Center (CAC), the TRADOC Personnel Development Office, the ADA assignment branches (officer and enlisted) within the U.S. Army Human Resources Command (HRC), the HQDA G1 ADA Personnel Systems Staff Officer (PERSSO), and the HQDA G3 ADA Organizational Integrator (OI) concerning ADA personnel capabilities, force design, structure and manning.

(g) Conduct direct coordination with TRADOC, HRC, Army G1, Accessions Command, USAREC, Army G3/5/7, Army G8, and unit S1s/Commanders/CSMs to conduct studies, research, and analysis related to the personnel readiness of the branch.

(h) Review ADA weapons systems operational principles, tactics, doctrine, logistics support, training documents, and organizational structure manning requirements to ensure proper MOS and grade distribution allocation requirements support current and future operating concepts.

(i) Review existing and proposed tables of organization and equipment, modified TOEs (MTOEs), and tables of distribution and allowances (TDAs) for the Active and Reserve Component to ensure they reflect minimum qualification requirements for assigned MOSs, occupational identifiers, compliance with published Standards of Grade Authorization (SGA), Average Grade Distribution Matrix (AGDM), and manpower requirements for authorization documents.

(j) Monitor and review The Army Authorization Documentation System (TAADS) Army wide position extracts to ensure correct grades and codes for ADA officer AOC and warrant officer/enlisted MOSs throughout operational force structure.

(k) Analyze, evaluate, and recommend changes or improvements to retention and separation procedures and requirements of the ADA personnel inventory.

(l) Develop personnel input to support the ADA Total Army Analysis (TAA), ADA Functional Area Assessment (FAA), Army Deputy CofS, Personnel ADA Functional Review, and related organizational assessments and personnel laydowns.

(m) Develop, administer, and analyze branch climate surveys.

(n) Review and provide officer, warrant officer and enlisted recommendations on operational and organizational (O&O) concepts, unit reference sheets (URSs), Capabilities Development Documents (CDDs), Capabilities Production Document (CPDs), force design updates (FDUs), TOEs, basis of issue plans (BOIPs), qualitative and quantitative personnel requirements (QQPRIs), and other organizational and materiel documents that may impact ADA personnel force designs.

(o) Participate as a non-voting member in all critical task and site selection boards (CTSSB) conducted by training developers for each ADA officer AOC and warrant officer/enlisted MOS.

(p) Direct and control the Air Defense Artillery Regiment whole branch program and regimental activities within the construct of the *U.S. Army Regimental System* (AR 600-82).

(q) Develop and execute initiatives to increase awareness and improve officer, warrant officer, noncommissioned officer and enlisted accessions and retention by projecting a positive ADA image across the Army, U.S. Military Academy (USMA), Reserve Officer Training Corps (ROTC) programs, and civilian communities.

(r) Publish ADA Online and the ADA Directory, and related printed/electronic media.

(s) Act as the ADA military liaison to the Branch Historian and the ADA Museum.

(4) Roles/Responsibilities.

(a) Director, Office, Chief of Air Defense Artillery (OCADA).

(1) Execute actions and recommend personnel life-cycle management policy changes for ADA active and reserve component officers, warrant officers, and enlisted Soldiers.

(2) Serve as the branch focal point for marketing and enhancing the image of ADA across the Army, branch, and civilian communities - including interaction with USMA, ROTC, and OCS.

(3) Conduct daily direct interface and coordination with the ADA Commandant, Fires Center of Excellence (FCOE) staff, ADA commands world-wide, and major Army activities (e.g. TRADOC, FORSCOM, HRC, DA G1, G3, G8/FDE, SMDC, and the Army National Guard Bureau).

(4) Represent Personnel Proponency in all major DOTMLPF domain efforts that affect ADA branch force structure and creatively assess viable approaches to support the warfighter and Combatant Commanders while maintaining force structure balance.

(5) Conduct unit out-reach visits with HRC and other external agencies to ADA units and make recommendations on the personnel lifecycle appropriate for the branch.

(6) Responsible for ADA commissioned officer and warrant officer accessions.

(7) Provide direction for the Branch website, ADA Directory, and ADA publications.

(b) The Supervisory Program Manager/Deputy.

(1) Responsible for the planning and execution of operational, administrative and technical functions of the directorate. Assumes responsibilities in the absence of the director.

(2) Serves as the Programs and Project Manager for Personnel Development, Branch Marketing and ADA Publications.

(3) Performs personnel administration and management tasks. Provides leadership in establishing and maintaining effective management processes and integration of planning, resourcing, and project management.

(4) Identifies personnel supportability levels for the Army's modularity plans and ADA weaponry fielding plans. Develops, prepares and conducts studies on manpower, equipment, and logistics systems and organizations.

(5) Directs, develops and implements a marketing strategy for ADA. Develops and implements publications on ADA policies, programs and activities.

(6) Provides budget guidance and ensures synchronization with manpower allocations.

(7) Supervise all OCADA civilians and advise the Director on civilian matters.

(c) Chief Warrant Officer of the Branch (CWOB).

(1) Serve as the Senior Warrant Officer Advisor to the ADA Commandant, Director of OCADA, and USAADASCH subject matter expert on all matters concerning ADA Warrant Officers within active and reserve components with personnel responsibilities for the branch. Assumes responsibilities in the absence of the Deputy Director.

(2) Engage directly with DA, HRC, USAREC, and U.S. Army Air and Missile Defense Command (AAMDC) and Brigade Commanders to resolve warrant officer force structure issues, perform assignment liaison duties and conduct training, leader development and education.

(3) Develop and market the branch standard relative to ADA Warrant Officer force structure and serve as primary personnel advisor for Warrant Officer PDM updates.

(4) ADA Branch representative at HQDA Senior Warrant Officer Advisory Council (SWOAC) meetings and advocate to TRADOC agencies and the personnel community. Serve as Chairperson for the ADA SWOAC.

(5) Maintain awareness of all major DOTMLPF domain efforts that affect ADA branch Warrant Officer force structure and creatively assess viable approaches to support the warfighter and Combatant Commanders while maintaining force structure balance.

(6) Conduct unit out-reach visits with HRC and other external agencies to ADA units and make recommendations on the personnel lifecycle appropriate for the branch.

(7) Coordinate with the Warrant Officer Career Center on personnel development actions involving ADA Warrant Officers.

(8) Implement AMD doctrine and coordinates with other combat arms centers, combat training centers, and higher headquarters.

(9) Advise and assist in the formulation and implementation of Warrant Officer personnel management for ADA Warrant Officer MOSs 140A and 140E while simultaneously recommend changes to structure and training to meet the technical needs of units supported by ADA Warrant Officers.

(d) Proponent Sergeant Major.

(1) Serve as the Senior Advisor to the ADA Branch Command Sergeant Major and perform assignment liaison duties to HRC's CSM/SGM Branch for the ADA CSM.

(2) Act as the ADA Commandant's/Branch Chief's expert on enlisted military occupational specialty (MOS) issues.

(3) Engage directly with ADA nominative and brigade CSMs to resolve enlisted force structure issues.

(4) Develop, market, and sell the branch standard.

(5) Serve as primary personnel advisor for enlisted professional development model updates; serve as the approval authority for the AD Senior Enlisted Promotion Board Packet; serve as the Line-Score Waiver Authority for CMF-14 enlisted MOS accessions/retention.

(6) Attend HRC Enlisted Personnel Management Directorate (EPMD) Career Management Field (CMF) Quarterly Reviews.

(7) Serve as the Soldiers' advocate to TRADOC agencies and the personnel community.

(8) Conduct unit out-reach visits with HRC to ADA units on mission.

(e) 14A Career Advisor.

(1) Serve as the life-cycle manager for all actions concerning AOC 14A.

(2) Analyze accessions and entry programs and recommend criteria for the acquisition of ADA officers.

(3) Review applicable commissioned officer personnel regulations, policies, and pamphlets to support personnel transition within the ADA community. Recommend changes as appropriate.

(4) Manage and coordinate personnel force integration of ADA officer requirements for Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) Domains.

(5) Develop and submit ADA military occupational classification and structure (MOCS) actions to establish, revise, or eliminate officer areas of concentration (AOC) to support evolving doctrine and AMD capability force structure requirements.

(6) Design and maintain the web interactive Officer PDM to provide career enhancing information for ADA Soldiers.

(f) Proponent Warrant Officer.

(1) Serve as the Senior Advisor to the CWOB and act as the ADA Commandant's expert on ADA Warrant Officer MOS issues.

(2) Engage directly with ADA senior Warrant Officers within ADA SWOAC, AAMDC and Brigades to resolve Warrant Officer force structure issues.

(3) Perform assignment liaison duties to HRC's Warrant Officer Branch for the ADA CWOB and serve as advocate to TRADOC agencies and the personnel community.

(4) Develop, market, and sell the branch standard via unit-out reach visits with HRC and external agencies to ADA units. Maintain situational awareness on all major DOTMLPF domain efforts while simultaneously serving as secondary advisor for Warrant Officer professional development model updates.

(5) Attend Quarterly Maintenance and Tactics Review maintaining situational awareness on ADA Warrant Officer, Warfighter and Combatant Commander needs, issues, and concerns.

(6) Creatively assess approaches to support the warfighter while maintaining force structure balance and manage Warrant Officer personnel force structure requirements pertaining to transformation and organizational design.

(7) Develop technical prerequisites and serves as the approval authority for all Active Component, United States Army Reserve, and National Guard ADA Warrant Officer Applications.

(8) Coordinate with USAREC, Army G1, G3/5/7, TRADOC and Commanders to enhance Warrant Officer lifecycle readiness of branch and develop the annual ADA Warrant Officer Accession Plan.

(9) Review ADA weapons systems operational principles, tactics, doctrine, logistics support, and organizational structure manning requirements to ensure proper Warrant Officer MOS and grade distribution allocation requirements support current and future operating concepts.

(10) Review existing and proposed TOEs, MTOEs, TDAs to ensure they reflect requirements for assigned MOSs, occupational identifiers, compliance with published SGA, AGDM, and manpower requirements for authorization documents.

(g) Chief Personnel Development Division and 14Z Senior Career Manager Role

(1) Perform duties as the Chief of Personnel Developer Division for CMF 14, Air Defense Artillery.

(2) Serve as MOS 14Z Career Manager in concert with Proponent Sergeant Major.

(3) Review and provide input on ADA organizational force structure.

(4) Formulate, analyze, and interpret personnel policies and procedures impacting all ADA Soldiers.

(5) Sell and market the entire ADA Branch to positively impact accessions and retention.

(6) Manage OCADA Property Book and supplies.

(h) Senior Career Advisors (MOS 14E, J, S, & T) Roles

(1) Serve as the life-cycle managers for all actions concerning 14J (superseded by 14G and 14H) 14S, 14T, and 14E.

(2) Analyze accessions and entry programs and recommend criteria for the acquisition of noncommissioned officers and enlisted personnel.

(3) Review applicable noncommissioned officer and enlisted personnel regulations, policies, and pamphlets to support personnel transition within the ADA community and recommend changes as appropriate.

(4) Manage and coordinate personnel force integration of noncommissioned officer and enlisted requirements for DOTMLPF domains.

(5) Develop and submit ADA MOCS actions to establish, revise, or eliminate enlisted MOS and skills to support evolving doctrine and AMD capability force structure requirements.

(6) Design and maintain the web interactive Enlisted PDM to provide career enhancing information for ADA Soldiers.

(i) Human Resources Specialists (Officer and Enlisted).

(1) Serve as the life-cycle managers for all actions concerning AOC 14A, MOS 140A, 140E, 14J (superseded by 14G and 14H) 14S, 14T, and 14E.

(2) Analyze accessions and entry programs and recommend criteria for the acquisition of ADA officers, warrant officers, noncommissioned officers and enlisted personnel. Serve as the waiver approval authority for ADA enlistments, reclassification, and Warrant Officer pre-requisites.

(3) Review applicable enlisted, noncommissioned officer, warrant officer, and commissioned officer personnel regulations, policies, and pamphlets to support personnel transition within the ADA community. Recommend changes as appropriate.

(4) Manage all aspects of the ADA Regimental Program and track all honorary and distinguished members of each ADA regiment.

(5) Maintain and update the ADA Regimental website.

(6) Manage and coordinate personnel force integration of ADA officer, warrant officer, noncommissioned officer, and enlisted requirements for DOTMLPF domains.

(7) Develop and submit ADA MOCS actions to establish, revise, or eliminate officer AOC, warrant officer/enlisted MOS and skills to support evolving doctrine and AMD capability force structure requirements.

(8) Design and maintain the web interactive Enlisted, Warrant Officer, and Officer PDM to provide career enhancing information for ADA Soldiers.

(j) Marketing Specialist (Lead).

(1) Plan, develop, coordinate, and manage ADA marketing programs designed to promote the branch and educate the public about Air Defense Artillery.

(2) Develop and administer the program to educate and entice potential accessions, recruitment and retention within the branch.

(3) Set-up, design, lay-out, and produce ADA orientation displays and exhibits at ROTC and USMA camps, universities, professional association conventions and events.

(4) Recommend initiatives, policies, and programs to enhance the branch's image. Arrange for the procurement of ADA specific weapons systems display models.

(5) Design and produce ADA branch specific promotional items for visibility of the branch logo, slogan and message.

(6) Manage the marketing budget to ensure visibility at targeted locations/events.

(7) Develop, administer, and interpret image surveys.

(k) Marketing Specialist (Printed & Online Publications).

(1) Design, develop, oversee and maintain online and printed ADA publications (these publications include, but are not limited to, ADA Online, ADA Directory, Fires Bulletin, Congressional Newsletter, Message to Observer, etc.).

(2) Is the senior staff writer/editor for the US Army Air Defense Artillery School (USAADASCH) and OCADA.

(3) Write original articles, often attributed to senior leaders, for publication in these and other periodicals and venues as required.

(4) Solicit ADA units, activities and external agencies for original articles and illustrative materials.

(5) Propose articles for inclusion in outside publications based on senior leader guidance and personal knowledge of current and important events to the ADA branch.

(6) Act as the writing/editing liaison within and between USAADASCH and FCoE as required, ensuring ADA representation.

(7) Provide assistance with marketing products, briefings, presentations and publications as required.

(l) Marketing Specialist.

(1) Implement a promotional media plan that includes the development, layout and design of printed marketing materials and the development of video, audio, CD, DVD and multimedia productions designed to enhance ADA officer recruiting efforts.

(2) Plan, coordinate and execute audio, video and digital productions used for training, marketing and information purposes.

(3) Design, develop, oversee and maintain the commercial ADA website.

(4) Oversee external websites containing branch-specific information.

(5) Oversee ADA support to the Cadet Troop Leadership Training (CTLT) program.

(6) Manage exhibit and presentation design conception and implementation of props, printed materials, multimedia and visual information.

(7) Develop and create camera-ready artwork for printed media, exhibits and presentations.

(m) Marketing Specialist (Media).

(1) Support the ADA branch in marketing programs that influence recruiting into ADA from local high schools, USMA, ROTC, and OCS.

(2) Serve as the assistant action officer for selected marketing conferences, open houses, and branch orientation displays as needed.

(3) Develop and create camera ready artwork designed to communicate information using promotional/marketing products.

(4) Produce or contract for work, reproduction of originals or newly redesigned products.

(5) Implement the approved strategy and execution of ADA support to local high schools, the ROTC summer camps, USMA events, and other required branch marketing events.

(6) Coordinate with protocol and action officers to assist in the development of itineraries, briefings and shipment/receipt/set up and take down of marketing items and supplies.

(7) Coordinate warehouse accommodations, power connectivity, fuel resources, and enact transportation requests for deployment of props, equipment and weapons systems.

(n) Secretary/Office Manager.

(1) The Secretary serves as the principal clerical and administrative support assistant by performing various office functions for the Director, Deputy Director, and Office, OCADA personnel.

(2) Receives visitors and phone calls. Screens telephone calls and visitors.

(3) Maintains calendar for the Director and Deputy and schedules appointments or meetings as required. Arrange for meeting rooms, equipment, and/or supplies as appropriate.

(4) Makes travel arrangements, reservations for lodging and rental car, etc., for the Director, Deputy and/or staff personnel, as required.

(5) Composes correspondence, letters of appreciation, inter-office comments or directives, and other similar media.

(6) Receives, disseminates and controls mail.

(7) Maintains training and personnel records for OCADA personnel.

g. Air Defense Artillery School Quality Assurance Element (QAE)

(1) The ADA QAE consists of three personnel (GS13 Chief, GS12 Action Officer, ADA NCO) and provides focused assistance to the ADA School. The ADA QAE Chief is Senior Rated by the ADA Comdt and rated by the FCoE QAO Director. The FCoE QAO provides additional assistance to the ADA School coordinated by the QAE Chief based on requirements or need in a variety of areas using a matrix organized concept of support. The ADA QAE positions are listed on the FCoE QAO TDA.

(2) Advises the ADA Commandant and subordinate commanders on the quality of training related to the Army Accreditation Standards within the ADA School.

(3) Conducts internal evaluation of ADA staff, training and education functions against Army accreditation standards IAW the ADA Master Evaluation Plan.

(4) Ensures training meets compliance standards IAW TRADOC regulations.

(5) Recommends changes to instruction to improve training effectiveness (trends, findings, recommendations for improvement).

(6) Advises training unit commanders/course managers on ways to implement and/or improve training quality control measures.

(7) Provides assessments and recommendations to ensure the quality and effectiveness of ADA training by conducting and assessing training through the use of a variety of assessment tools (observations, evaluations and surveys).

(8) Provides accreditation oversight by assisting in preparing the ADA School for TRADOC accreditation evaluations.

(9) Provides Accreditation oversight of ADA series training at ARNG Regional Training Institutes (RTIs) and conducts accreditation of all aligned ARNG ADA training battalions. Provide assistance visits or accreditation visits annually.

(10) Provides liaison between the Senior FCoE ARNG Advisor, the ARNG ADA SMEs, the ADA DOTD representatives and the ARNG RTI Regimental and Battalion Commanders (containing ADA training elements)

(11) Provides focused and special assistance to commanders and course managers to improve identified areas of concern related to training, education, training support.

h. 6th ADA Brigade

(1) Mission.

(a) Conduct AMD and MOSQ training for US Army, Joint and Allied forces.

(b) Support mobilization and training requirements of deploying units.

(c) Support AMD transformation initiatives.
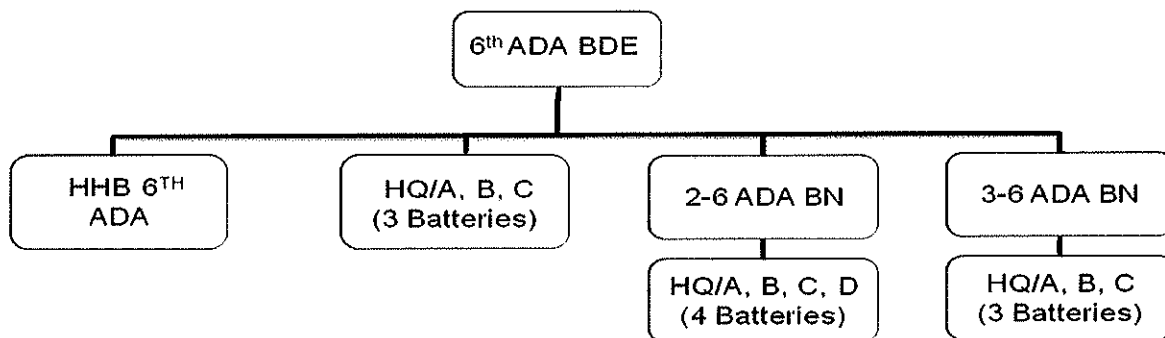
(2) Organization. See figure 4-3 below.

Figure 4-3. 6th ADA Brigade Organization.

(3) Core Competencies.

(a) Train Soldiers and Develop leaders.

(b) C-RAM Training/MREs.

(c) Train Warrior Tasks and Battle Drills.

(d) Conduct Functional/FMS course and Allied/International training.

(4) Roles/Responsibilities.

(a) Conduct and manage values-based training.

(b) Conduct and manage Sexual Harassment/Assault Response and Prevention (SHARP) programs and training.

(c) Conduct and manage Safety Programs which emphasize positive choices, Motorcycle / POV safety, POW registration, and accountability.

(d) Conduct and manage Suicide Prevention programs and training.

(5) Battalion/Battery Functions.

(a) Headquarters and Headquarters Battery 6th ADA BDE.

(1) Provide administrative support, to include SIDPERS, finance transactions, billeting, awards processing, promotions, leaves and passes for military personnel assigned to the brigade headquarters and directorates.

(2) Exercise UCMJ authority for personnel assigned and or attached to the brigade headquarters and directorates.

(3) Conduct values-based training for battery personnel.

(4) Conduct and manage Army physical fitness program for personnel assigned to the brigade and directorates.

(5) Maintain Personnel Readiness of all military personnel assigned and/or attached to the brigade headquarters and directorates.

(b) 2-6 ADA BN.

(1) Mission.

(a) 2nd Battalion, 6th ADA BDE executes Army transformation/BRAC, and conducts AMD weapon systems, AD4CI and WTBD training for U.S. and Allied Soldier and units IOT produce technically and tactically proficient Soldiers who can successfully contribute to their first unit of assignment.

(b) O/O Supports the mobilization and training of follow-on forces in support of GWOT to include C-RAM.

(2) Functions.

(a) Review and update POIs, lesson plans, and related materials for institutional training. Maintain an audit trail of POI and lesson plans development.

(b) Qualify instructors, following their graduation from Instructor Training Course and Cadre Training Course, via the Battalion Instructor Qualification Board.

(c) Schedule and adjust classes in accordance with the Structure Manpower Decision Review and Training Requirements Arbitration Panel processes, producing appropriate training schedules.

(d) Perform academic counseling; form and execute academic deficiency panels, when necessary, and render recommendations.

(e) Perform organizational maintenance on assigned conventional and tactical equipment and training devices.

(f) Maintain unit physical readiness.

(g) Execute and support Soldier and Family care and community responsibilities.

(3) A Battery, 2-6 ADA BN.

(a) Provide enlisted personnel with the skills and knowledge to perform individual critical combat tasks required to prepare, acquire, track, and engage targets with the Avenger weapon system, and operating fire unit under degraded conditions.

(b) Training on the Avenger Weapon System Characteristics, Major Components, Controls and Indicators; Weapon System Safety, IED/ UXO Identification and Reporting, Visual Aircraft Recognition (VACR), Preventive Maintenance Checks and Services (PMCS) on the M1097 HMMWV, operate and maintain SINCGARS, Handheld Terminal Unit (HTU)/ FACT (PPC), Enhanced Position Location and Reporting System (EPLRS), Precision Lightweight Global Positioning System Receiver (PLGR), and associated support equipment; Load and Unload the Missile pods and Machine gun, Weapon handling, Hangfire/Misfire and Dud procedures, March order and Emplacement, Target Engagement involving fixed, rotary-wing or Unmanned Aerial System (UAS) type aircraft by Missile, Machine gun, and degraded mode of operation (MANPADS), and Live fire of the Avenger Weapon System.

(c) Conduct a Field Training Exercise (FTX) to include Warrior Drills: Convoy Operation, Urban Operation, Combative Training and Qualify with an M16-Series Weapon.

(4) B Battery, 2-6 ADA BN.

(a) Provide Training on the Avenger Weapon System Characteristics, Major Components, Controls and Indicators; Weapon System Safety, IED/ UXO Identification.

(b) Provide training to U.S. Enlisted, Warrant Officer, Officers, Foreign Military Officers and Civilian personnel on equipment pertaining to the Air Missile Defense Command, Control, Computers, Communications and Intelligence (AMD-C4I), which include FAAD C4I, Sentinel Radar, AMDPCS TOC, ADAM Cell and PATRIOT TCS/BCP.

(c) Develop and design training material, update and modify course of instruction that supports AMD-C4I training.

(d) Provide training for the following courses: Enlisted 14J10, ASIQ3, Command and Control System Integrator 4F-140A and 043-F18 ADAM Cell.

(e) Mentor and develop training programs to qualify newly assigned civilian and military instructors, manage training/classroom operations under the direction of the Battery Commander and Civilian Supervisor. Implement the battery's training intent/mission by attending meetings.

(f) Serve as subject matter expert (SME) on all areas of C4I training. Evaluate training and provide feedback to improve the quality of instruction. Develop, design and review training materials to ensure that materials are up to date and relevant.

(g) Write lesson plans, examinations, review Programs of Instruction (POI's), Critical Task Lists for the following courses: Enlisted 14J10, ASIQ3, Command and Control System Integrator 4F-140A and 043-F18 ADAM Cell.

(5) D Battery, 2-6 ADA BN.

(a) Provide Soldiers, Sailors, Airman, Marines, and Coalition Soldiers Training on specific skills and knowledge's so that they will be able to perform critical individual combat tasks on ADC4I equipment in a Counter- Rocket, Artillery, and Mortar (C-RAM) role whether it be in a Sense and Warn environment such as an Engagement Operations Cell (EO), Base Defense Operation Cell (BDOC), Joint Defense Operation Cell (JDOC) cell or in a Joint Intercept Battery (JIB) role.

(b) Provide training in ADC4I operations to include FAAD EO Operations, AMDWS Operations, AN/MPQ-64A1 Improved Sentinel Radar Operations, Light Weight Counter Mortar Radar (LCMR) Set-Up, LAN Set-Up, FAAD C4I link Connectivity, TACWAVES Operations, SINCGARS/ EPLRS Communications, Preventive Maintenance Checks and Services (PMCS) on all equipment. This includes gun training on the Land Based Phalanx Weapon System (LPWS).

(c) Provide oversight and Mission Readiness Exercise (MRE) deployment training to all mobilizing C-RAM Service Members prior to deployment into CENTCOM AOR in support of OIF/OEF.

(c) 3-6 ADA BN.

(1) Mission. 3-6 ADA executes BRAC and conducts Patriot weapon system Soldierization and Warrior training for Initial Entry and Advanced U.S. and select Allied Soldiers in order to build the tactical, technical and Warrior skills required to contribute immediately upon arriving to their follow-on unit. On order, serve as the Patriot strategic reserve for FORSCOM units and

support the mobilization of designated Active and Reserve component units and conduct other missions in support of Air and Missile Defense transformation and the global war on terrorism.

(2) Functions.

(a) Review and update POIs, lesson plans, and related materials for institutional training. Maintain an audit trail of POI and lesson plans development.

(b) Qualify instructors, following their graduation from Instructor Training Course and Cadre Training Course, via the Battalion Instructor Qualification Board.

(c) Schedule and adjust classes in accordance with the Structure Manpower Decision Review and Training Requirements Arbitration Panel processes, producing appropriate training schedules.

(d) Perform academic counseling; form and execute academic deficiency panels, when necessary, and render recommendations.

(e) Perform organizational maintenance on assigned conventional and tactical equipment and training devices.

(f) Maintain unit physical readiness.

(g) Execute and support Soldier and Family care and community responsibilities.

(h) Provide Patriot equipment and training devices to support U.S. Army Ordnance, Missile, and Munitions Center and School Detachment training (MOS 94S [Patriot System Repairer]).

(3) A Battery, 3-6 ADA BN.

(a) To provide operator and maintainer training to U.S. Enlisted Soldiers, Warrant Officers and Officers and Foreign Military Officers on the Operations and Maintenance of the Patriot ADA system.

(b) Develop and design training material, update and modify course Program of Instruction (POI) that supports Patriot specific training for the following courses: Noncommissioned Officers Patriot Master Gunner (ASIT4), Patriot Officers (Basic Officer Leader Course III and Advanced Officer Course), Patriot System Technicians (Warrant Officer Basic Course), Foreign Military Students [Patriot ADA Officer (14EX), PAC 3 Patriot Officer (14EXI)] and Modern Army Combatives Level 1&2 for all levels of Soldiers.

(c) Mentor and develop training programs to qualify newly assigned Military and Civilian instructors (Instructor Lifecycle Program) and manage training/classroom operations under the direction of the Battery Commander and Civilian Supervisors.

(d) Manage Battery academic and unit level training plan.

(e) Serve as subject matter expert (SME) on all areas of Patriot training.

(f) Evaluate training and provide feedback to improve the quality of instruction.

(g) Develop, design and review training materials to ensure that materials are up to date and relevant while incorporating current Lessons Learned and Software builds.

(h) Review and write lesson plans, maintain updated test database for examinations; review POI's and recommendation Critical Task Lists Review Boards as it relates to all courses of instruction.

(i) Manage, supervise and perform organizational maintenance on assigned tactical, conventional equipment and Training Aids, Devices, Simulators and Simulations training devices.

(j) Counsel, recommend and conduct Academic Deficiency Panels on students that fail to meet the standard prescribed in the POI.

(k) Coordinate and supervise the conduct the TRADOC mandated Warrior Task and Battle Drills training as prescribed in the Initial Entry Training (IET) POIs: MOS Warrior Field Training Exercise, Convoy Operations, Urban Operations and Modern Army Combatives.

(4) B Battery, 3-6 ADA BN.

(a) To provide operator and maintainer training to U.S. IET Soldiers and Foreign Military Students on the Operations and Maintenance of the Patriot ADA system.

(b) Develop and design training material, update and modify course POI that supports Patriot specific training for the following courses: Patriot Fire Control Enhanced Operator/Maintainer (14E10), Patriot Missile System Repair (94S10) and Foreign Military Students [Patriot Operator and System Mechanic (24T10X), Allied Patriot ADA Operator (F28X), Allied Patriot Operator and System Mechanic (F3X)].

(c) Mentor and develop training programs to qualify newly assigned Military and Civilian instructors (Instructor Lifecycle Program) and manage training/classroom operations under the direction of the Battery Commander and Civilian Supervisors.

(d) Manage Battery academic and unit level training plan.

(e) Serve as subject matter expert (SME) on all areas of Patriot training.

(f) Evaluate training and provide feedback to improve the quality of instruction.

(g) Develop, design and review training materials to ensure that materials are up to date and relevant while incorporating current Lessons Learned and Software builds.

(h) Review and write lesson plans, maintain updated test database for examinations; review POI's and recommendation Critical Task Lists Review Boards as it relates to all courses of instruction.

(i) Manage, supervise and perform organizational maintenance on assigned tactical, conventional equipment and Training Aids, Devices, Simulators and Simulations training devices.

(j) Counsel, recommend and conduct Academic Deficiency Panels on students that fail to meet the standard prescribed in the POI.

(k) Conduct TRADOC mandated Warrior Task and Battle Drills training as prescribed in the current POI: MOS Warrior Field Training Exercise, Convoy Operations, Urban Operations and Modern Army Combatives.

(5) C Battery, 3-6 ADA BN.

(a) To provide operator and maintainer training to U.S. IET Soldiers on the Operations and Maintenance of the Patriot ADA system.

(b) Develop and design training material, update and modify course POI that supports Patriot specific training for the following courses: Patriot Launcher Station Enhanced Operator/Maintainer (14T10).

(c) Mentor and develop training programs to qualify newly assigned Military and Civilian instructors (Instructor Lifecycle Program) and manage training/classroom operations under the direction of the Battery Commander and Civilian Supervisors.

(d) Manage Battery academic and unit level training plan.

(e) Serve as subject matter expert (SME) on all areas of Patriot training.

(f) Evaluate training and provide feedback to improve the quality of instruction.

(g) Develop, design and review training materials to ensure that materials are up to date and relevant while incorporating current Lessons Learned and Software builds.

(h) Review and write lesson plans, maintain updated test database for examinations; review POI's and recommendation Critical Task Lists Review Boards as it relates to all courses of instruction.

(i) Manage, supervise and perform organizational maintenance on assigned tactical, conventional equipment and Training Aids, Devices, Simulators and Simulations training devices.

(j) Counsel, recommend and conduct Academic Deficiency Panels on students that fail to meet the standard prescribed in the POI.

(k) Conduct TRADOC mandated Warrior Task and Battle Drills training as prescribed in the current POI: MOS Warrior Field Training Exercise, Convoy Operations, Urban Operations and Modern Army Combatives.

Chapter 5
FA Commandant

5-1. Mission. The USAFAS trains, educates and develops agile, adaptive and decisive Soldiers and leaders; engages, collaborates and partners with other branches, sister-Services and other fires warfighting function proponents; and serves as the lead agent for the development of FA doctrine, concepts and dissemination of that knowledge to the FA force in support of commanders operating across the full spectrum of conflict and in the JIIM.

5-2. Organization of FA Commandant. See Figure 5-1 below.

Field Artillery Commandant's Office
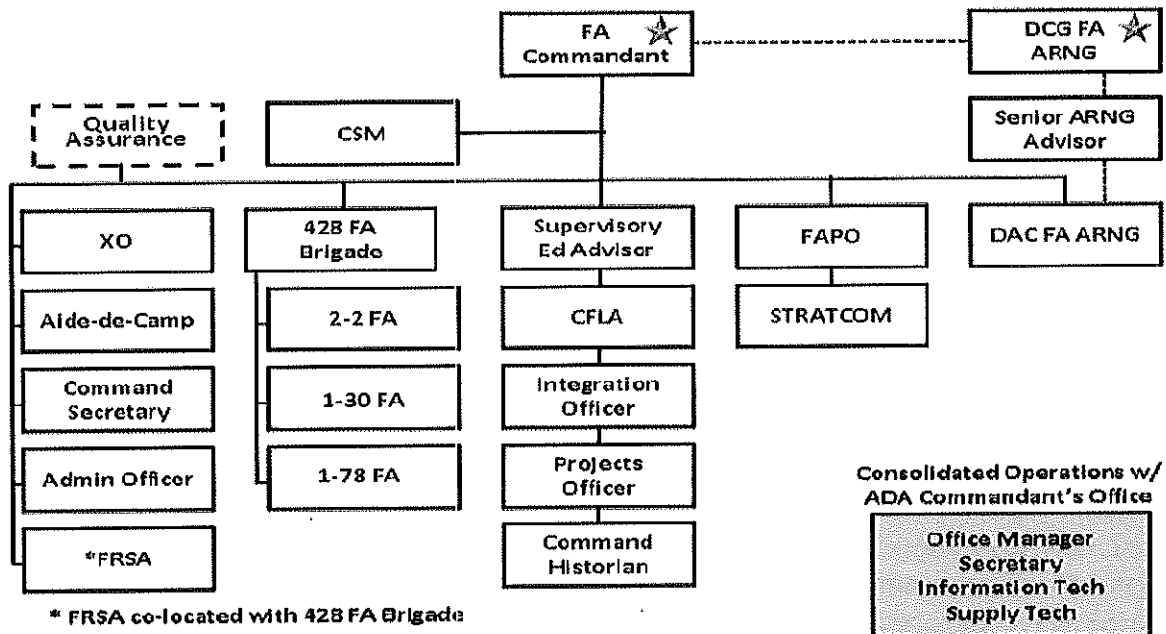
Figure 5-1. Organization of FA Commandant

5-3. Core Competencies.

a. Trains and educates FA Soldiers and leaders through hands-on, simulations, and classroom instruction so they are skilled in the science and practice of their profession; educates Army and Marine officers and NCOs so they are confident and competent in the art of command and employment of joint lethal and nonlethal fires capabilities; and uses live, virtual, constructive and gaming applications to provide complexity and experiential learning opportunities as we develop critical and creative thinkers and decision-makers.

b. Engages, collaborates and partners with other branches, sister-Services and other fires warfighting function proponents so as to expand the interoperability and expeditionary mindset of the students and develop them into master integrators of fires and effects at all echelons of command. This includes the development of an understanding and awareness of cultures and languages that enables our artillerymen to effectively and efficiently conduct operations in the JIIM environment.

c. Collects FA and fires observations from the field and through collaboration and sharing of knowledge with other Centers of Excellence and branch schools, and outside agencies, such as the Center for Army Lessons Learned (CALL), the Combat Training Centers (CTCs) and JFCOM, facilitates the dissemination of these lessons learned to the institutional Army, operating force and joint fires community.

d. Promotes outreach to the operating force, joint fires community and multi-national partners and allies by participating in other TRADOC branch and joint fires conferences and steering groups, by hosting subject matter expert exchanges and visits by senior foreign distinguished visitors, and reciprocating by providing training teams and exchanges that support COCOM theater engagement plans.

e. Ensures that the history and traditions of the FA are documented and accessible for all to read and embrace.

5-4. Roles, Responsibilities, and Functions.

a. The FA Commandant has oversight of all USAFAS activities and assumes responsibilities as CG, FCoE and Fort Sill when required. The FA Commandant is responsible for the FA and fire support institutional training of all Army and USMC FA leaders. Exercises supervisory leadership over the 428th FA Brigade (FAB). As outlined in AR 5-22, *The Army Force Modernization Proponent System*, the FA Commandant as the branch proponent is responsible for leader development and education, the execution of branch-specific training, leveraging and disseminating lessons learned from the field, developing the accessions strategy, and providing recommendations to our senior Army leaders on the personnel life cycle and career path of our Soldiers and leaders. Additionally, the Commandant provides recommendations and needs requirements to the FCoE Commander regarding FA force management, training development and modernization requirements.

b. CSM of the FA serves as the Senior Enlisted Advisor to the FA Commandant and CSM of the USAFAS. He serves as the USAFAS subject matter expert on all matters concerning enlisted training and education. Exercises supervisory leadership over the 428th FAB and the USAFAS Campus facilities. Advises and assist in the formulation and implementation of enlisted personnel management for CMF 13 and makes recommendations on the personnel life cycle appropriate for the branch. The CSM of the FA conducts training, leader development and education, and has personnel responsibilities for the branch.

c. Personal Staff.

(1) Executive Officer.

(a) Manages taskings for the Commandant's Personal, Special Staff, and 428th Field Artillery Brigade.

(b) Supervises the command secretary, driver and in absence of the Commandant, the Aide-de-Camp.

(c) Provides direct assistance to the Commandant's Staff in integrating, coordinating, processing, and supervising execution for staff actions involving the operations of the FCoE, ADA and FA Schools, garrison and tenant units of the installation requiring concurrence, approval, or the attention of a member of the Commandant's Staff.

(d) Serves as Information Management Officer for the Commandant's Staff

(e) Provides staff advice, assistance, and consultation to the Fort Sill Directorates, ADA and FA Deputy Assistant Commandants (DAC) and 428th Field Artillery Brigade in administrative processes and in matters related to personnel administration.

(f) Interprets policy, program documents and regulations, and provides advice and assistance to commandant's staff, and ADA and FA DAC to resolve problems and maintain continuity of work and training missions.

(g) Issues instructions in the form of staff memorandums or directives to serve as guides to staff principals relating to administrative and policy functions.

(h) Serves as a link between Fort Sill units and agencies and the Commandant's Staff.

(i) Integrates, coordinates, processes, and supervises execution of staff actions.

(j) Plans and supervises conferences chaired by the Commandant, Assistant Commandant, and Supervisory Education Advisor

(k) Directs preparation of and monitors execution of itineraries for distinguished visitors to the Commandant

(l) Monitors preparation and execution of all official social events and ceremonies involving the Commandant

(2) Aide-de-Camp serves as a personal assistant to the commandant. Prepares and organizes schedules, activities, and calendars; synchronizes calendar requirements with the CG FCoE, DtCG FCoE, and ADA Commandant staffs. Coordinates protocol requirements with FCoE staff.

(3) Command Secretary/Office Manager serves as personal secretary to the Commandant USAFAS and the CSM of the FA. Provides advice and recommendations to the Executive Officer and Aide-de-Camp on all matters relative to the coordination, integration, and synchronization of staff actions, events, and activities personally affecting and involving the Commandant.

(a) Performs administrative and office management duties in support of the Commandant

(b) Develops plans, gathers background information and compiles drafts of introduction material used to support participation in conferences, formal and informal appearances, presentations and meetings

(c) Manages the operational schedule and coordinates all travel arrangements

(d) Organizes, maintains, and controls personal and professional files and correspondences

(e) Records dictations

(4) Family Readiness Support Advisor (FRSA) serves as the administrative assistant for the Commandant's Family Readiness Group (FRG) Program. Although assigned to the Commandant's office, the FRSA is attached to the 428th FAB and functions as the brigade FRSA. Performs a variety of clerical, technical, and administrative duties in support of the FRG program, the unit commander, volunteer Family Readiness Group (FRG) leaders and workers, and in implementing and maintaining Family support services for Family members separated from their military sponsor due to mobilization/deployment and training events, or other duty requirements. As such, contributes to combat readiness by promoting efficient and effective communication between the command, FRGs, community resources and Family members. Demonstrates sensitivity to the diverse needs of mobilized or deployed Soldiers and Family members.

d. Special Staff

(1) Assistant Commandant (AC) advises and assists the Commandant on matters pertaining to the FA. Serves as the military deputy to the FA Commandant and represents him at

events as required. The AC ensures the Commandant's intent is carried out in short and long-range planning through execution of the following functions:

(a) Serve as a liaison for integrating the Commandant's priorities to the Joint and Combined Integration Directorate, Directorate of Training & Development, and Capabilities Development and Integration Directorate for FA Systems, Capabilities and Force Structure.

(b) Formulate and revise plans, programs, policies and procedures for the execution of the vision of the FA Branch.

(c) Overseeing staff actions, projects, and activities.

(d) Develop policies and plans for the development of FA Training initiatives and leader training programs.

(e) Assist in the integration of the USAFAS FA Strategy and Campaign Plan.

(f) Ensures current lessons learned and evolving TTPs are incorporated into programs of instructions.

(g) Provides oversight on the supporting training strategies, leadership development, simulations training strategy, and FA future requirements and strategy

(h) Review FAPO "FA Officer Career Map" to ensure it is applicable to Programs of Instruction and that USAFAS postures officers for future career requirements

(2) Field Artillery Deputy Commanding General-Army National Guard Serves as the advisor to, and as the personal representative of, the Commanding General (CG) FCoE and Field Artillery Branch Commandant for all ARNG matters. He is responsible to CG and FA Commandant for monitoring all ARNG domains of DOTMLPF. He ensures the ARNG is fully integrated in the planning processes, staffing considerations, force structure, doctrinal development, resource management, training requirements, and operational execution by all United States Army Field Artillery Center Command and Staff elements. Primary functions include:

(a) Represents the FCoE CG or FA Commandant at senior-level meetings, conferences, and the ARNG Field Artillery Advisory Committee.

(b) Participates in command functions.

(c) Represents the FCoE CG or FA Commandant at Reserve Component meetings, conferences, and activities requiring general officer representation.

(d) Integrates and resolves issues for both the ARNG and the USAR as they relate to Field Artillery and mobilization training.

(e) Participates in ceremonies as a speaker or in other needed capacities.

(f) Serves as the Deputy Chief of the Field Artillery for ARNG Field Artillery Forces. advises and assists the DCG FA ARNG, Senior Army Guard Advisor, Assistant Commandant, and the Supervisor Educational Advisor on matters pertaining to the FA. The DAC-ARNG provides over watch for the AC on short & long-range planning through execution of the following functions:

(g) Serve as an ARNG liaison to the JACI, DOTD, and CDID for FA Systems, Capabilities and Force Structure.

(h) Formulate and revise ARNG plans, programs, policies and procedures for the execution of the vision of the FA Branch.

(i) Assist in the integration of the USAFAS Training Strategy to include policies and plans for the development of FA Training initiatives and leader training programs to ensure ARNG perspective is included.

(j) Ensures that ARNG input is provided in the development, evaluation, and revision of all FA training and doctrine products, training devices, and programs of instruction.

(k) Provides advice and assistance to all principal USAFAS directors on matters pertaining to the ARNG.

(l) Serves as the staff link between USAFAS, NGB, State Adjutants General, senior FA commands, and ARNG FA Regional Training Institutes on ARNG FA matters.

(m) Manages the FA ARNG Active Guard Reserve (AGR) FA personnel and resources and all other ARNG FA efforts at Fort Sill.

(n) Responsible for initial orientation and counseling of all ARNG FA Officers attending USAFAS courses.

(3) Supervisor Educational Advisor (SEA) to the Commandant serves as the civilian deputy to the FA Commandant. He represents USAFAS at events, providing advice and guidance to the Department of Defense, Army Staff, Congressional staffs, major commands, research/study activities and members of the training community. Briefs General Officers, Senior Executive Service personnel and visiting foreign officials on USAFAS actions and initiatives. His primary functions are:

(a) Coordinate and integrate activities of the 428th FAB, the FA Proponency Office, the FA Historian and the Commandant's staff.

(b) Serve as a liaison for integrating the Commandant's priorities to the JACI, DOTD, and CDID for FA Systems, Capabilities and Force Structure.

(c) Responsible for strategic and long-range planning and programming for USAFAS.

(d) Oversee staff actions, projects and activities.

(e) Formulate and revise plans, programs, policies and procedures for the execution of the vision of the FA Branch.

(f) Develop policies, procedures, and plans for the development of FA training initiatives, leader training programs, Army and TRADOC Training Transformation.

(g) Provide leadership, professional guidance, decisions and assistance on military and civilian personnel management matters.

(4) Cultural and Foreign Language Advisor (CFLA) principle cultural and foreign language subject matter expert and advisor to the Commandant. Coordinates with the TRADOC Culture and Foreign Language Management Team Leader. Responsible for development, implementation and oversight of USAFAS' Culture and Foreign Language Program. Responsible for cross-cultural training, education, research, and collaboration and partnerships among military and civilian institutions and scholars. This program provides USAFAS the flexibility to focus and link the individual Leader's and Soldier's cultural and foreign language knowledge skills, and attributes to the FA's ability to directly enable the execution of assigned missions and tasks. Primary functions include:

(a) Develops cultural products, indentifies technologies to support the program and evaluates cultural and foreign language trainers.

(b) Develops, coordinates, and sustains a cultural and foreign language "resource center" in Morris Swett Technical Library and website to support training utilizing the Fires Knowledge Network.

(c) Routinely interacts with the FCoE directorates and any other related working groups on the integration of USAFAS culture and foreign language program into their areas of responsibility.

(d) Designs, develops, coordinates, produces, and archives cultural and foreign language products and serve as USAFAS subject matter expert for integration of culture and foreign language capabilities.

(e) Responsible to coordinate complex research and analysis efforts and the preparation of position papers and briefings as directed by the Commandant.

(5) Administrative Officer reports to the Assistant Commandant. Responsible for the management/personnel actions, management and process improvement, budget and program analysis, and formulating and advising on non-technical policies and procedures. Primary functions are:

(a) Integrates the Commandant's priorities within JACI, DOTD, and CDID for FA Systems, Capabilities and Force Structure.

(b) Personnel management/personnel actions.

(c) Management and process improvement.

(d) Budget and program analysis.

(e) Formulating and advising on non-technical policies and procedures.

(f) Represent the AC regarding administrative issues.

(g) Review personnel action requests.

(h) Assist with recruitment actions.

(i) Monitor organizational effectiveness.

(j) Plan and perform management and organizational studies.

(k) Analyze and evaluate changes in position structure.

(l) Review and analyze budget and programming matters.

(m) Perform procedural, administrative, analytical and advisory assignments relating to the manpower program.

(n) Coordinate and prepare replies to administrative reports.

(o) Compile statistical and performance data.

(p) Plan, organize and coordinate logistics, travel, procurement, supply, records and forms management.

(6) Command Historian serves as the FA Branch Historian. Consistent with program requirements, establishes emphasis to be given to specific areas, and time frames to accomplish assignments, in coordination with the Army Historical Program, the TRADOC Command History Program, and the TRADOC Military History Education Program. Incumbent acts independently to establish work plans, determine parameters of assignments, and accomplish

work according to professional standards. Complete work review for conformance to policy and program objectives and professional standards. Publishes annual review of USAFAS activities.

(7) Integration Officer – Proponency conducts studies and strategic planning to integrate the USAFAS training initiatives, leader training programs, FA Branch Commandant vision and strategies, and Army and TRADOC Training Transformation programs with the FCoE for training, training development, leader development, combat development, proponency, and joint initiatives. Primary functions are:

(a) Serves as a member of the Fires Campaign plan working group.

(b) Serves as a member of the Integrated Process teams as directed by the FA Branch Commandant.

(c) Maintains close coordination with USAFAS Commanders, FCoE directors, and TRADOC Capability Managers (TCM).

(8) Project Officer serves as the operational advisor to the Commandant, Assistant Commandant, and Supervisor Education Advisor. The project officer will formulate and adapt directives, analyze, recognize and participate in problem solving, correlate activities, and integrate training and operational matters into the mission. Primary functions are:

(a) Accomplish training and operational requirements.

(b) Forecast major training support requirements such as resident training and off-site training facilities.

(c) Define future needs of FA students and instruction requirements.

(d) Analyze construction and equipment plans to ensure future instruction requirements are met.

(e) Ensure long-range plans meet overall DA goals.

(f) Direct the review of programs of instruction to identify development and related maintenance and operations requirements.

(g) Support staff visits, command inspections and briefs.

(h) Monitor requests for personnel in support of FA units world-wide.

(i) Provide input on speeches, briefings, media programs and conference preparation.

(j) Plan and coordinate VTCs and meetings.

(k) Serves as an alternate Knowledge Enabler/Manager.

(l) Provide oversight of Warfighter Forums; schedules with designated forum POCs.

(m) Publishes the Warfighter Forum Newsletter.

9. Operations Section.

(a) Officer Manager/Secretary is the principal clerical and administrative support assistant to the FA Assistant Commandant, USAFAS staff, performing various office functions in support of one or more individuals. Provides support to USAADASCH as required. Primary functions are:

(1) Receives visitors and phone calls.

(2) Maintains master USAFAS calendar and appointment schedule.

(3) Makes travel arrangements, including reservations and accommodations, prepare itineraries, travel vouchers and reports.

(4) Receives and controls mail; reviews outgoing correspondence; searches for, assembles, summarizes information required from various sources; arranges for meetings and conferences; provides advice and assistance to other clerical staff; maintains suspense files in office library.

(5) Operates a personal computer to input, store, retrieve and manipulate data to prepare reports, develop forms, correspondence/memorandums, and create databases.

(6) May be required to prepare and notarize legal documents.

(b) Information Technician performs all duties necessary to provide state-of-the-art automated information management consultant services for the USAFAS and USAADASCH staffs. Is responsible for designing unique programs/software; installing and monitoring new minicomputers, microcomputers, special purpose computers, and office automation systems; reviewing and optimizing existing systems and assuring maximum integration and resolution of problems for the commandants' staffs. Analyzes information consisting of user systems requirements, regulations, and directives from higher headquarters; conducts feasibility studies to determine needs to satisfy user requirements; designs systems of programs and procedures, work flow, etc. to solve management problems, or to make work processes more effective for a variety of micro/minicomputer systems, special purpose computers, and office automation systems. Designs, develops, and implements information management systems encompassing the file design, storage, retrieval, and maintenance of management information. Tests, implements, and maintains furnished computer software and software changes.

(c) Supply Technician maintains all property books for USAFAS and USAADASCH to reflect all items of property, repair parts, and components transferred, received, issued, returned

or otherwise disposed of. He/she is directly responsible for the loading and unloading from delivery vehicles, physically inventorying property at periodic intervals and noting building location of property. Primary functions are:

(1) Compares inventory results with property records.

(2) Ensures building security in which property is stored and acts as Fire-Marshall and Key Control Officer for the Commandant.

(3) Determines requirements for expendable and nonexpendable supplies and equipment.

e. FA Proponency Office (FAPO). See Figure 5-2
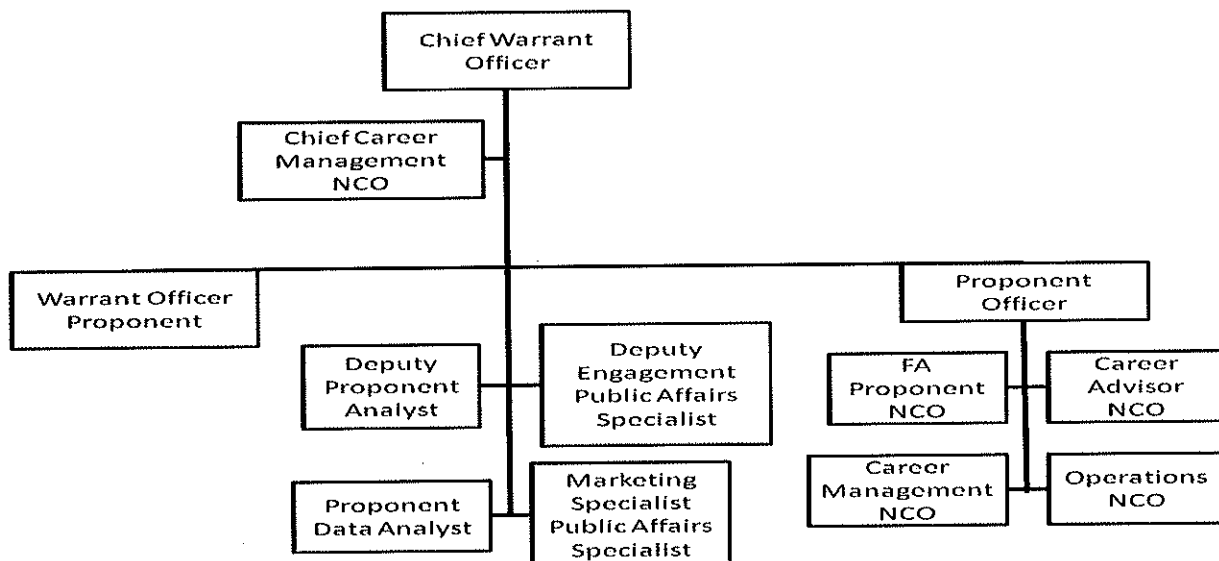
Figure 5-2. Organization of FAPO

(1) Responsibilities. The Field Artillery personnel proponent is responsible for serving as the lead agency and point of contact to execute actions, resolve issues and recommend changes for all Field Artillery career field-related matters involved in the eight personnel life cycle management functions. The FA personnel proponent oversees the entire CMF for FA active and reserve component officers, warrant officers, and enlisted Soldiers IAW AR 600-3, The Army Personnel Proponent System. Act as the central agency for field requests regarding assistance and information on DA PAM 600-3, Commissioned Officer Development and Career Management; DA PAM 600-25, U.S. Army Noncommissioned Officer Professional Development Guide and DA PAM 611-21, Military Occupational Classification and Structure. Develop, initiate and manage initiatives to increase awareness of the Field Artillery by promoting and enhancing the image of the FA throughout the Army, U.S. Military Academy (USMA), reserve officer training corps (ROTC) programs, and civilian communities.

(2) Functions.

(a) Synchronize the P domain within the DOTMLPF architecture.

(b) Principal in matters regarding changes in Military Occupational Classification and Structure (MOCS) proposals. Coordinates and actions structure proposals for additional skill identifiers and project development skill identifiers.

(c) Review centralized promotion board criteria. Monitor Army accession for Officers, Warrant Officers, Enlisted force structure. Develop and execute initiatives to increase awareness and improve officer, warrant officer and enlisted accessions and retention by projecting the FA across the Army, U.S. Military Academy (USMA), ROTC programs and civilian communities.

(d) Update and maintain the Officer, Warrant Officer and NCO professional development model.

(e) Execute the Knox, Hamilton and Gruber awards program. The Gruber award recognizes an outstanding FA professional. The Knox award recognizes an outstanding active component field artillery battery. The Hamilton award recognizes the best field artillery battery in the reserve/National Guard component.

(f) Participate in and support the annual Structural Manning Decision Review Process (SMDR).

(g) Review organizational structure manning requirements to ensure proper MOS and grade distribution allocation requirements support current and future operating concepts.

(h) Review existing and proposed Tables of Organization and Equipment (TOE), Modified TOEs (MTOE), and Table of Distribution and Allowances (TDA) to ensure they reflect minimum qualifications requirements for assigned MOS, occupational identifiers, compliance with published Standards of Grade Authorization (SGA), average grade distribution matrix, and manpower requirements for authorization documents.

(i) Serve as the FA waiver approval authority for enlistments and reclassification.

(j) Analyze accessions and entry programs and recommend criteria for the acquisition of FA officers, warrant officers, and enlisted personnel.

(k) Manage and coordinate FA personnel force structure requirements pertaining to transformation and organizational design with CDID and DOTD. Review applicable enlisted, warrant officer, and commissioned officer personnel regulations, policies, and pamphlets to support personnel transition within the FA community. Recommend changes as appropriate.

(l) Develop, administer and interpret branch and CMF climate surveys aimed at identifying branch strengths and weaknesses and serving as a basis for personnel decisions and changes.

(m) Analyze, evaluate, and recommend changes and improvements in the professional development patterns and opportunities with DOTD for the FA force.

(n) Promote and enhance the image of FA through marketing and promotional activities.

(o) Coordinates with TRADOC, HRC, Army G1, and Army G3 to conduct studies, research, and analysis related to the personnel readiness and structure of the branch.

(p) Manage and maintain the appointments of all honorary regimental positions.

(3) Personnel.

(a) Director/Chief FA Personnel Proponent. Responsible for the planning, initiation, and coordination of specific actions for or directed by the Field Artillery Commandant. Directs the Field Artillery Proponency Office in the management of all aspects of the eight functions of the personnel life cycle management model by:

(1) Provide advice, assistance, formulation and implementation of personnel management policies, programs, and procedures which impact the readiness of the total Field Artillery Force consisting of well over 30,000 active Army officers, warrant officers, noncommissioned officers and enlisted Soldiers.

(2) Leverage knowledge between OPMD, EPMD, and USAFAS.

(3) Develops the officers accessions strategy for the Field Artillery Commandant and promotes special programs for ROTC and USMA cadets in order to recruit the very best officers to serve in the Field Artillery Branch.

(b) Chief Warrant Officer Field Artillery Branch (CWOB). Serves as the Senior Warrant Advisor to the Commandant and the Deputy Director of FAPO. Serves as the subject matter expert on all matters concerning FA warrant officer education for both active and reserve warrant officers. Provides advice, counsel, and mentoring to all FA warrant officers and their commanders. Primary functions are:

(1) Serve as the Field Artillery senior advisor for Warrant Officers.

(2) Engages directly with HRC, USAREC, DA, and FA Brigade Commanders to resolve warrant officer force structure issues.

(3) Perform assignment liaison duties to HRC.

(4) Develop, market, and sells the branch standard throughout the Warrant Officer Corps.

(5) Serve as primary personnel advisor for Warrant Officer Professional Development Model updates.

(6) Serve as Warrant Officer Nomination Packet Approval Authority.

(7) Attend biannual Senior Warrant Officer Advisory Councils as the FA Branch representative.

(8) Serve as the warrant officers' advocate to TRADOC agencies and the personnel community.

(9) Maintain a pulse on all the major DOTMLPF domain efforts that affect warrant officer force structure.

(10) Find new ways to support the warfighter while maintaining force structure balance.

(11) Conduct unit outreach visits with HRC to FA units on mission.

(12) Principal in all warrant officer matters within the "P" domain of DOTMLPF.

(c)   Warrant Proponent Officer (WPO). Serves as the primary advisor to the Chief Warrant Officer Field Artillery Branch (CWOB) impacting Field Artillery Warrant Officers (131A) and proponent issues. Representative and liaison for FA Warrant Officers active and reserve component. Primary functions are:

(1) Develop technical prerequisites for all Active Component, United States Army Reserve, and National Guard FA Warrant Officer Applications.

(2) Coordinate with USAREC, Department of the Army G1, to develop the annual FA Warrant Officer Accession Plan.

(3) Recommend changes to structure and training to meet the technical needs of units supported by FA Warrant Officers.

(4) Serve as the primary personnel advisor for Warrant Officer Professional Development Model updates.

(5) Responsible for examining career trends and developing and implementing proposals affecting career programs and opportunities for the entire Field Artillery Warrant Officer population.

(d)   Chief Career Management NCO. The Field Artillery Proponency SGM serves as the senior enlisted Field Artillery personnel proponent advisor to the Field Artillery Commandant and Field Artillery CSM concerning all enlisted Field Artillery occupational specialties. He is

responsible for developing procedures to accomplish the integration of personnel management policies and systems for over 24,000 enlisted Soldiers. Primary functions are:

(1) Serve as the primary advisor for the enlisted Professional Development Model.

(2) Develop, market, and sell the FA branch; conducts outreach visits to FA units.

(3) Proponent approval authority for branch senior NCO centralized promotion packet.

(4) Liaison for FA CSM/SGM assignments with Human Resources Command.

(5) Monitor all actions within the "P" domain of DOTMLPF affecting FA structure.

(6) Directly engages with FA nominative and Brigade CSMs to resolve force structure issues.

(e) FA Specialist/Deputy Proponent Analysis. Serves as the proponent action officer for the DOTMLPF, evaluator, statistician, and systems expert concerning Field Artillery occupational specialties. Responsible for developing procedures to accomplish the integration of personnel management policies and systems for over 4250 Officers, 380 Warrant Officers and 24,000 enlisted Soldiers. Primary functions are:

(1) Oversight of all Field Artillery occupational specialties and the DOTMLPF.

(2) Prepare and update periodic systems reviews, reports and various staff actions.

(3) Review and analyze personnel proponent issues in preparation for submission to DA for action or assessment.

(4) Ensure personnel documentation supports current and future policies and guidelines.

(5) Advise FA Commandant and CSM on key initiatives and actions within the DOTMLPF.

(6) Manage the personnel data base and coordinates key actions with USAFAS internal and external agencies.

(7) Maintains proponent and DOTMLPF "P" domain continuity for the directorate.

(f) Personnel Proponent Division (PPD). The PPD is staffed with a Proponency NCO (MSG), Career Management NCO (MSG), and Career Advisor (SFC). They serve as the senior enlisted advisors and action officers on all actions concerning MOS 13B, 13D, 13F, 13M, 13P, 13R, 13S, 13T, and 13W. Primary functions:

(1) Serve as MOS specific advocate and knowledge expert.

(2) Action officer for DOTMLPF "P" domain actions and structure specific issues.

(3) Maintain and update MOS specific Standard of Grade tables.

(4) Validate the Personnel Management Authorizations Document (PMAD).

(5) Monitor Force Design Updates (FDU) for impacts across the CMF.

(6) Monitor strength report and grade distribution.

(7) Respond to the field regarding actions and initiatives affecting the branch.

(8) Support branch promotion through the Cadet Troop leadership Program (CTLT).

(g) Operations NCO. Principal for clerical and administrative support assistant, assist one or more individuals performing various office functions. Primary functions are:

(1) Coordinate and prepare replies to administrative reports.

(2) Make travel arrangements, reservations, and accommodations.

(3) Prepare itineraries, travel vouchers, and travel reports.

(4) Maintain training records, leave requests, and other administrative records.

(5) Operate a personal computer, store retrieve, and manipulate data.

(6) Prepare reports, develop forms, correspondence/memorandums, and create databases.

(7) Plan, organize and coordinate logistics, travel, supply records, and forms management.

(h) Deputy Engagement /Public Affairs Specialist. Serves as the proponent action officer for cadet recruitment and engagement. Responsible for developing procedures to bring awareness of the branch to the more than 272 colleges and universities and more than 6000 cadets. Assists the FAPO Director in developing the Field Artillery Engagement Strategy for officers accessions. Primary functions are:

(1) Write, edit, design, and publish promotional periodicals for social and network media in order to enhance the recruitment and engagement for the Field Artillery Branch.

(2) Engage directly with USMA, universities, and ROTC summer camps to schedule visits from Field Artillery leaders to support officer accessions.

(3) Plan, coordinate, and execute the Cadet Troop Leadership Program (CTLT) for the Field Artillery Commandant at Fort Sill.

(4) Perform as liaison between USMA, universities, and professional association conventions.

(5) Develop, market, and sells the branch standard throughout ROTC programs.

(6) Serve as primary marketing advisor to the Director for all marketing strategies.

(7) Conduct research to determine market requirements for existing and future products.

(8) Determine and manage the marketing budget.

(i) Marketing Specialist Public Affairs Specialist. Develop, establish and maintain marketing strategies to meet organizational objectives. Effectively management of the marketing, advertising and promotional activities of the Field Artillery. Primary functions are:

(1) Manage the productivity of the marketing plans and projects.

(2) Monitor, review and report on all marketing activity and results.

(3) Deliver marketing activity within agreed budget.

(4) Coordinate college recruiting initiatives.

(5) Attend career fairs for recruiting and company recognition.

(6) Develop working relationships within colleges to aid in recruiting.

(7) Give presentations at colleges, attend student group meetings, and increase college awareness of the Field Artillery before and after visits.

f. Field Artillery School Quality Assurance Element (QAE)

(1) The FA QAE consists of three personnel (GS13 Chief, GS12 Action Officer, FA NCO) and provides focused assistance to the FA School. The FA QAE Chief is Senior Rated by the FA Comdt and rated by the FCoE QAO Director. The FCoE QAO provides additional assistance to the FA School coordinated by the QAE Chief based on requirements or need in a variety of areas using a matrix organized concept of support. The FA QAE positions are listed on the FCoE QAO TDA.

(2) Advises the FA Commandant and subordinate commanders on the quality of training related to the Army Accreditation Standards within the FA School.

(3) Conducts internal evaluation of FA staff, training and education functions against Army accreditation standards IAW the FA Master Evaluation Plan.

(4) Ensures training meets compliance standards IAW TRADOC regulations.

(5) Recommends changes to instruction to improve training effectiveness (trends, findings, recommendations for improvement)

(6) Advises training unit commanders/course managers on ways to implement and/or improve training quality control measures

(7) Provides assessments and recommendations to ensure the quality and effectiveness of FA training by conducting and assessing training through the use of a variety of assessment tools (observations, evaluations and surveys)

(8) Provides accreditation oversight by assisting in preparing the FA School for TRADOC accreditation evaluations

(9) Provides Accreditation oversight and leads the accreditation of all aligned ARNG FA training battalions. Provide assistance visits or accreditation visits annually.

(10) Provides liaison between the Senior FCoE ARNG Advisor, the ARNG FA SMEs, the FA DOTD representatives and the ARNG RTI Regimental and Battalion Commanders (containing FA training elements)

(11) Provides focused and special assistance to commanders and course managers to improve identified areas of concern related to training, education, training support

h. 428th FA Brigade.

(1) Mission. To train Soldiers, Marines and Allies in FA core competencies IOT provide proficient integrators of lethal and non-lethal fires to the operational force. Develop competent, confident, and adaptive leaders able to lead Soldiers and Marines in the contemporary operating environment.

(2) Organization. See Figure 5-3 below.

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                    │   428ᵗʰ FAB     │──────────────│      HHB        │
                    └─────────────────┘              └─────────────────┘
        ┌──────────────────┐    │
        │  Morris Swett    │────┤
        │Technical Library │    │
        └──────────────────┘    │
              ┌─────────────────┼─────────────────┐
     ┌────────────┐    ┌────────────┐    ┌────────────┐
     │  2-2ⁿᵈ FA  │    │ 1-30ᵗʰ FA  │    │ 1-78ᵗʰ FA  │
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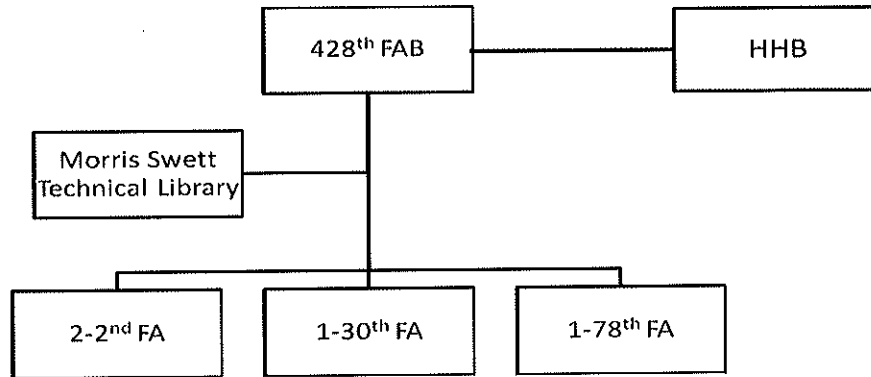
Figure 5-3. 428ᵗʰ FA BDE Organization Chart

(3) Staff Functions

(a) Morris Swett Technical Library. The Fire Support Research Center, composed of the Morris Swett Library and the Fire Support Research Collection, supports the instructional courses and meets the information needs of the staff, students and faculty of the FCoE. The circulating collection of the Morris Swett Library specializes in military history and the doctrine, tactics, organization and equipment of FA, ADA and Fire Support. The no circulating Fire Support Research Collection consists of original unit histories, USAFAS/USAADASCH archives, rare books, manuscripts and documents on the doctrine, tactics, organization and equipment of FA, ADA, and Fire Support.

(b) S1.

(1) Strength Management.

(2) In processing/ Out processing.

(3) USR reporting.

(4) Awards/ Actions.

(5) Brigade SRP packets.

(6) OER/NCOER processing.

(7) Brigade Postal Room.

(8) DA-6 Management.

(9) Promotion orders/certificates.

(10) Maintain Brigade Policy letters.

(11) Maintain Unit History Book.

(12) Administrative oversight and training of BN S1s.

(c) S2.

(1) Conduct travel briefings.

(2) Conduct battery inspections.

(3) Conduct command inspection program of batteries/battalions.

(4) Security functions: Verification of student security clearances; Review JPAS, maintain security clearance access roster; process security questionnaires (SF86); Prepare courier cards; Prepare LOIs/rebuttals; Check open/closed investigations; Verify SCAR with batteries; process DA Form 5284s; Verify BOLC clearances; Follow up on 5284s; Check all safes; Check open storage facilities; Conduct security classes.

(d) S3 Tasking.

(1) Process training calendars.

(2) Process changes to training calendars.

(3) Review master activities calendar.

(4) Conduct S3 Synch meeting.

(5) Check training.

(6) Manage NCOPD program.

(7) Organize travel requirements.

(8) Process travel vouchers.

(9) Conduct APFT.

(10) Prepare evaluations.

(11) Conduct SATB briefing.

(12) Attend graduations/socials/events.

(13) Attend brigade staff call.

(14) Conduct instructor of the quarter boards.

(15) Conduct senior/master instructor boards.

(16) Perform VIP briefings.

(17) Support AIT FTX.

(18) Support OBC FTX.

(19) Conduct student preparation for NCOES school attendance.

(20) Process Mobilizing IRR Soldiers.

(e) S3 Training Management.

(1) Long range resident/DL training management: Mobilization actions; SMDR, ARPRINT, IMRL (fact sheets, issue sheets, constraint sheets, course input); TRAP actions; Review of POIs, CMPs, CAD, ITPs, BOIPs, STRAPs, ORDs; ICH (validation and justifications and DSTE); ATRRS (student load); Schedule of classes (long term/fiscal year/MTTs); Redbook preparation/maintenance (FY schedule of classes)

(2) Weekly training management/resource management: Land management (scheduling/changes); Support/STRs (Bde and NCOA – development, coordination, scheduling); Transportation (student/miscellaneous); FS91s (coordinate all internal support: instructor, equipment, tissue issue, firing units, etc.); Classrooms; Scheduling (near term-weekly/monthly, coordination with outside agencies for support); Process training schedules and changes; Weekly reporting of students in training by component; Course templates; Facilities charts

(3) TRADOC School Accreditation

(4) Cost and analysis (ITRM reporting on support and ammunition)

(5) Ammunition management: Forecasting/Management (tracking register/reclamation reports/dud entry status); Ammunition requisition and turn-in (expenditure reconciliation/yearly turn back report).

(6) Academic records: Grade point plans; RITMS (student records/grade book management); RITM maintenance; Preparation of diplomas for 428th FAB and JACI; Disposition of 1059's.

(7) Numerous meetings, mission analysis, special projects, weekly training meetings with battalions, weekly coordination/phone calls with USAR/NG battalions/TOMA students for various information.

(f) S4.

(1) Logistic Management.

(2) Command Supply Discipline Program.

(3) Financial Liability Investigation of Property Management.

(4) Low Density MOS Training for 92A and 92Y.

(5) Manage property actions required by four Battalions and one Headquarters.

(6) Collect, analyze and submit NetUSR Report.

(7) Document changes and issues with the current and future TDA requirements.

(2) Budget support.

(a) Process and analyze Training Budget Guidance twice a year.

(b) Submit Unfinanced Requirements and Commanders Statements.

(c) Establish a budget for the Brigade Staff Sections, HHB and the four Battalions.

(d) Process all expenditures over $3K for approval by the Brigade Commander and CG.

(e) Provide Government Credit Card support to eleven staff sections.

(g) S6.

(1) BDE TCO.

(a) Manage and request installation and repairs for telephone and local area network.

(b) Manage overall brigade mobile telephone and blackberry devices.

(2) BDE IASO – NIPR and SIPR.

(a) Accreditation.

(b) Manage all brigade information technology assets.

(c) Accountability information technology core systems.

(d) Procurement.

(e) Lifecycle replacement.

(f) Security of network.

(g) Maintenance and training.

(h) Audio visual support for brigade to include conference rooms, classrooms, ceremonies, unit functions such as Formal Balls.

(i) Oversees maintenance of all tactical C & E equipment throughout brigade.

(3) Websites.

(a) Maintain brigade website.

(b) Maintains Fires Knowledge Network USAFAS webpage on AKO.

(c) Maintain brigade SharePoint site.

(d) Maintain Family Readiness Group and Families in Waiting website.

(h) Headquarters & Headquarters Battery. Provides and coordinates administrative and logistical support for Headquarters, 428th FA Brigade.

(4) Battalion Functions.

(a) 2nd Battalion, 2nd FA.

(1) Mission. The 2-2nd FA Battalion delivers fires and performs logistics operations in support of the USAFAS to provide skilled and adaptive artillerymen to the operational US Army and USMC. On order, execute ceremonial salutes for the FCoE and Fort Sill.

(2) Mission Essential Task List (METL).

(a) Delivers Fires.

(b) Performs logistics.

(c) Move.

(d) Maintain Soldier & Family Readiness.

(e) Conduct ceremonial salutes.

(b) 1st Battalion, 30th FA.

(1) Mission. The 1-30th FA Battalion executes Initial Military Training and Professional Military Education to develop physically fit, competent, confident and adaptive FA Leaders individually capable of immediately contributing to their new unit of assignment.

(2) Mission Essential Task List (METL).

(a) Develop and execute FA Initial Military Training.

(b) Develop and execute FA Professional Military Training.

(c) Sustain the battalion.

(d) Maintain Soldier and Family Readiness.

(c) Doctrine and Tactics Training Division (DTTD).

(1) Mission. Develop, coordinate, plan and execute training strategies for all new and displaced Field Artillery lethal and non-lethal systems; follow regulatory (AR 350-1 Feb 2006) and TRADOC directives to execute Doctrine and Tactics Training (DTT), New Equipment Training (NET), Displaced Equipment Training (DET) and Mobile Training Team (MTT) for Artillery Systems; to provide subject matter experts to Program Managers and TCMs for FA system combat development, testing and to provide USAFCOE oversight of contractor NETs.

(2) Functions.

(a) New Equipment Training (NET).

(1) Operation and maintenance training only.

(2) Provide input to the Training Support Package (TSP to include POI's, Lesson Plans, Instructor/Student Guide and instructor slides.

(3) Attend New Material Brief (NMIB) to plan and coordinate key mission milestones.

(4) Conduct IPRs with units to ensure synchronization of the fielding effort.

(5) Instruct "player" personnel for Instructor and key personnel training- I&KP.

(6) Conduct DTT/TTP and Leader Training for gaining units.

(7) Assist with fielding and receipt of equipment IAW published fielding schedules.

(8) Provide oversight/liason to contractor/civilian instructors.

(9) Validate the Training Support Packages.

(10) Provide SME on each weapon system to include hardware and software version updates.

(11) Provide SME assistance for units as requested.

(b) Support.

(1) Monitor PM fielding efforts.

(2) Serve as bridge between current force and CDIDs for next generation upgrades.

(3) Provide Doctrine and Tactics Training ISO NET.

(4) Provide SMEs and equipment in support of CDID for Limited User Testing and evaluation.

(5) Augment Contractor OPNET instruction by request.

(6) Augment MTT/Reset teams with SMEs in all FA functional areas by request.

(c) 1st Battalion, 78th FA.

(1) Mission. The 1-78th FA Battalion trains Advanced Individual Training and deploying Soldiers to be skill level one qualified in FA core competencies to provide the Army with combat ready, FA Soldiers. Provides logistical and administrative support to 94M Soldiers.

(2) METL.

(a) Conduct Advanced Individual Training.

(b) Conduct AOT, ASI, and ILO courses.

(c) Develop military and civilian leaders.

(d) Take care of families of cadre and trainees.

Chapter 6
434th FA Brigade

6-1. Mission.

    a. Receive, process, and conduct Basic Combat Training, the Warrior Transition Course, and provide administrative support for English as a Second Language.

    b. Train Soldiers to be disciplined, physically and mentally fit, proficient in their Warrior Tasks and Drills, embody the Army Values, possess a Warrior Spirit, and who can successfully contribute to their first unit of assignment.

6-2. Organization of 434th FA Bde. A Headquarters Battery, a Service Detachment, 3 Active Basic Combat Training Battalions (1-19 FA, 1-40 FA, 1-79 FA), and an organic Reception Battalion (95th AG). See figure 6-1 below.
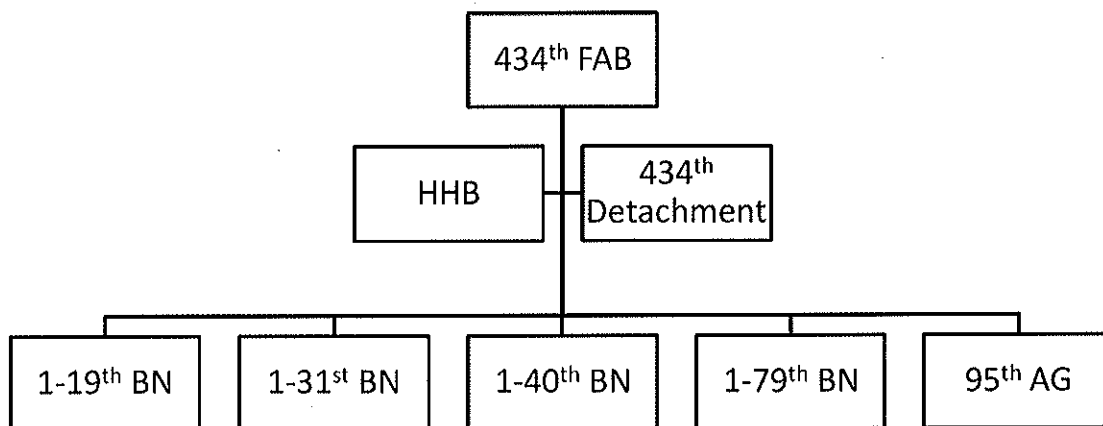
Figure 6-1. 434th FA BDE Organization

6-3. Core Competencies.

    a. Core Competency #1 – Conduct Reception Battalion operations.

    (1) Supporting Task #1 – Conduct in-processing operations for Basic Combat Training (BCT), Warrior Transition Course (WTC), and English as a Second Language Training (ESL).

    (2) Supporting Task #2 – Conduct physical fitness training and rehabilitation operations.

    (3) Supporting Task #3 – Conduct retraining and holding unit operations.

    b. Core Competency #2 – Conduct Basic Combat Training (BCT).

(1) Supporting Task #1 – Conduct weapons proficiency training.

(2) Supporting Task #2 – Develop every Soldier as a sensor and ambassador.

(3) Supporting Task #3 – Develop every Soldier's war fighting fitness.

(4) Supporting Task #4 – Instruct Soldiers in Basic Combat Enablers. (i.e. IED detect, land navigation, radio communication).

c. Core Competency #3 – Conduct Warrior Transition Course (WTC).

(1) Supporting Task #1 – Conduct basic combat enablers training.

(2) Supporting Task #2 – Conduct weapons proficiency training.

(3) Supporting Task #3 – Conduct war fighter fitness training.

(4) Supporting Task #4 – Develop every Soldier as a sensor and ambassador.

d. Core Competency #4 – Develop and sustain a chain of support for Family and cadre member.

(1) Supporting Task #1 – Provide Ministry support.

(2) Supporting Task #2 – Provide Soldier and Family support.

6-4. Roles, Responsibilities, and Functions.

a. HHB and Brigade Staff Functions.

(1) HHB, 434TH FA BDE. Provides and coordinates administrative and logistical support for Staff functions for 434th FA Brigade.

(2) S1.

(a) Strength Management.

(b) In processing/ Out processing.

(c) USR reporting.

(d) Awards/ Actions.

(e) Brigade SRP packets.

(f) OER/NCOER processing.

(g) Brigade Postal Room.

(h) DA-6 Management.

(i) Promotion orders/certificates.

(j) Maintain Brigade Policy letters.

(k) Maintain Unit History Book.

(l) Administrative oversight and training of BN S1s.

(3) S2.

(a) Conduct travel briefings.

(b) Conduct battery inspections.

(c) Conduct command inspection program of batteries/battalions.

(d) Security functions: Verification of student security clearances; review JPAS, maintain security clearance access roster; process security questionnaires (SF86); prepare LOIs/rebuttals; check open/closed investigations; process DA Form 5284s; follow up on 5284s; check all safes; check open storage facilities; Conduct security classes.

(4) S3 Tasking.

(a) Process training calendars.

(b) Process changes to training calendars.

(c) Review master activities calendar.

(d) Conduct S3 Synch meeting.

(e) Check training.

(f) Manage NCOPD program.

(g) Organize travel requirements.

(h) Process travel vouchers.

(i) Conduct APFT.

(j) Prepare evaluations.

(k) Conduct SATB briefing.

(l) Attend graduations/socials/events.

(m) Attend brigade staff call.

(n) Perform VIP briefings.

(o) Conduct student preparation for NCOES school attendance.

(5) S4 Logistic Management.

(a) Command Supply Discipline Program (CSDP).

(b) Financial Liability Investigation of Property Management (FLIPL).

(c) Manage property actions required by four Battalions (5 Battalions O/O) and one Headquarters.

(d) Collect, Analyze and Submit NetUSR Report.

(e) Document changes and issues with the current and future TDA requirements.

b. 434 Detachment and battalion functions.

(1) 434th Detachment.

(a) Roles/Responsibilities. Provide ammunition and instructor support to Basic Combat Training (BCT) and Warrior Transition Course (WTC).

(b) Detachment Functions.

(c) Provide and maintain an ammunition platoon responsible for supporting BCT and WTC training.

(d) Provide cadre support for a medical platoon, Driver's Training, and range cadre support.

(2) 1-19th FA, 1-31st FA, 1-40th FA, 1-79th FA Battalion.

(a) Roles/Responsibilities. Train Initial Entry Training (IET) Soldiers in Basic Combat Training.

(b) Functions.

(1) Conduct Basic Combat Training Train IET Soldiers in the Warrior Tasks and Battle Drills which encompass weapons qualification, communication, movement, and various battle tactics.

(2) 1-79th Battalion conducts Warrior Transition Course. Transforms former Soldiers, Sailors, Coastguardsmen, Airmen, and Marines into today's Soldiers.

(3) 95th AG Battalion.

(a) Roles/Responsibilities.

(1) Receive and prepare Soldiers for Basic Combat Training, Warrior Transition Course, and English as a Second Language Training.

(2) Conduct physical fitness retraining and the Physical Training and Rehabilitation Program for the brigade.

(3) Provide medical quarters, separations processing, Soldier retraining, medical shuttle service, and facilitate CMHS-F services for the brigade.

(4) On order, increase reception capability in support of the training base expansion.

(b) Functions.

(1) Plan, Coordinate, and Implement Reception Operations for IET, WTC, and ESL.

(2) Conduct Administrative In processing.

(3) Conduct Medical/Dental In processing.

(4) Conduct Logistical In processing (i.e. Issue uniforms).

(5) Conduct Retraining and Holding Unit Operations.

Chapter 7
Noncommissioned Officers Academy (NCOA)

7-1 Mission. The goal of NCO training and the Noncommissioned Officer Education System (NCOES) is to prepare noncommissioned officers to lead and train Soldiers who work and fight under their supervision, and to assist their leaders to execute unit missions. NCOES is linked to

promotion to SSG, SFC, MSG, and SGM. This ensures NCOs have the appropriate skills and knowledge required before assuming the duties and responsibilities of the next higher grade. The NCOES provides noncommissioned officers with progressive and sequential leader, technical, and tactical training relevant to the duties, responsibilities, and missions they will perform in operational units after graduation. Training is based on the tasks, supporting skills and knowledge, attitudes, and experience needed.

(a) NCO Academies provide (NCOES) training at the appropriate skill level to prepare NCOs for future operational assignments.

(b) USA FCoE NCO Academy trains various levels of Noncommissioned Officers with leader technical and tactical war fighting skills through resident, mobile and distributed learning platforms, which are relevant to their missions.

(c) Maintains the critical skills and core competencies of Air Defense Artillery and Field Artillery NCOs.

(d) Provides support to the ARFORGEN reset of the operational force.

7-2 Organization. See Figure 7-1 below.
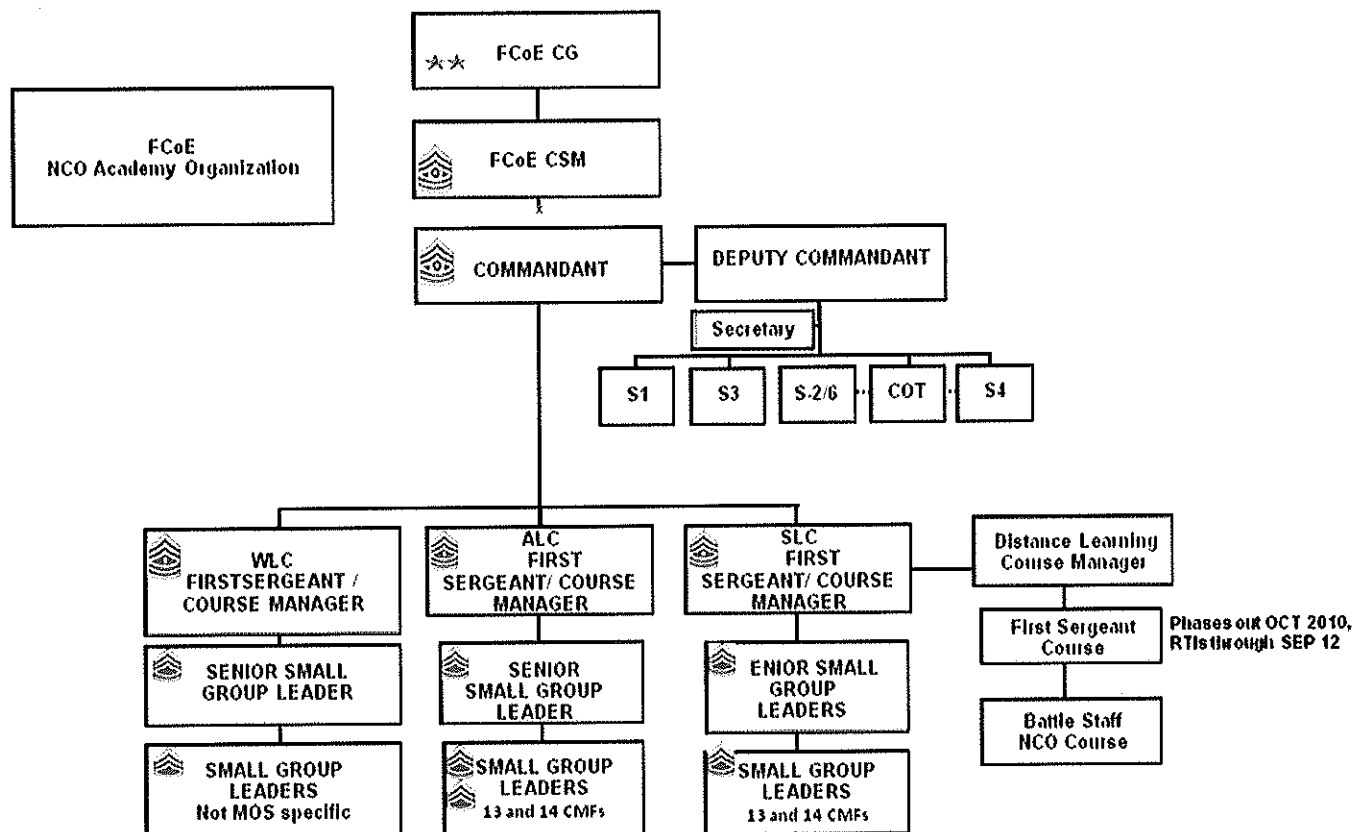
Figure 7-1. NCOA Organization

7-3 Core Competencies.

a. Conduct NCOES training on the duties, responsibilities and authorities of an NCO.

b. Produce NCOs who are tactically and technically proficient, physically and mentally tough, and competent leaders in peace and war.

c. Conduct NCO functional courses to include distributed learning, (First Sergeant Course and Battle Staff Course).

d. Train mobilized Individual Ready Reserve (IRR) and Military Occupation Skill Qualification (MOSQ) skill level 30/40 course NCOs.

e. Assist in development of strategies for future NCOES training.

f. Maintain USASMA and TRADOC accreditation standards.

7-4 Roles, Responsibilities, and Functions

a. Office of the Commandant, USAFCoE and Fort Sill NCOA.

1. Management.

(a) Directs and controls Noncommissioned Officer activity.

(1) Establish NCOA objectives.

(2) Develop and updates NCOA.

(3) Receive, reviews, approves requests for resource requirements.

(4) Coordinate the NCOA mission.

(5) Review the Staff Duty NCO Log.

(6) Coordinates meal requirements.

(7) Maintain property and equipment account.

(b) Manages cadre personnel.

(1) Interview, selects, schedules and assigns cadre personnel.

(2) Rate cadre performance.

(3) Counsel cadre personnel.

(4) Nominate personnel for awards.

(5) Manage physical fitness program.

(6) Communicate NCOA's strategic plan, mission, vision and values.

(7) Host hiring panels for potential employees.

(8) Process time cards, salaries, awards and hiring process for civilian employees.

(c) Manages student personnel.

(d) Arranges for graduation speakers.

(e) Participates in NCOA graduation.

(f) Inspects NCOA.

(g) Conducts or attends meetings, boards, working groups and panel. Conduct Pre Command Course (PCC), Reserve Officers' Training Corps (ROTC), Central Intelligence Agency (CIA) and foreign delegation briefings.

(h) Reviews correspondence.

(1) Prepare memorandums, reports, messages, statistical data, information/decision papers, signs diploma/award/certificate.

(a) Review incoming distribution.

(b) Review/approves outgoing distribution.

(c) Receive/assists visiting officials.

(i) Establish and monitors internal Quality Assurance (QA) management.

(1) Establish internal control processes IAW AR 11-2, Management Control.

(2) Maintain accreditation standards.

(j) Conduct and manage NCOA Family readiness group (FRG).

(1) Conduct FRG meetings and social events.

(2) Conduct FRG fundraisers.

(3) Maintain FRG funds.

(k) Manage NCOA retention program.

(1) Conducts interviews.

(2) Conducts re-enlistments.

(l) Manage NCOA sponsorship program.

(m) Manage NCOA Family care plans.

(n) Manage NCOA budget. Certification of official travel and Government Purchase Card (GPC) purchases.

(o) Manage NCOA enlisted promotions and boards.

(1) Enlisted promotion boards.

(2) NCO of the month boards.

(3) Sergeant Audie Murphy Club boards.

2. Student Training.

(a) Assist with training schedule.

(b) Observe academic instruction.

(c) Observe WLC, ALC, SLC and DL instructions.

(d) Review instructor working file.

(e) Review WLC, ALC, SLC, DL and all other courses working files.

(f) Review student release document.

(g) Review student release document, coordinate with training work center, plan course of action.

(h) Review student course critique.

(i) Resolve problem area of instruction.

(j) Coordinate with proponent school training work center concerning POI.

(k) Implement new/ changes to POI/Course Management Plan (CMP).

(l) Resolve discrepancy/problem with existing POI/CMP.

(m) Request waiver to existing POI/CMP.

(n) Prepare course evaluations.

(o) Maintain reference library and vault files.

(p) Evaluate training support.

3. Instructor training.

(a) Evaluate training.

(b) Administrative and Personnel Support.

1. Student Support.

(a) Assists with student in processing.

(b) Manages meal cards.

(1) Prepares and destroys meal cards.

(2) Maintains control log.

(c) Manages student status change. Process student red cross messages.

(d) Assist with student out processing.

(e) Coordinates travel.

(f) Coordinates awards (distinguished honor graduates).

(g) Miscellaneous student actions. Promotions, travel pay issues, corrections to temporary duty orders, leave/pass issues.

(h) Develops, manages and posts internal/external policies, SOPs and directives.

2. Cadre Support.

(a) In process cadre members.

(b) Prepare promotion packet.

(1) Prepare material for promotion review board and prepares promotion documentation.

(2) Process E2/3/4 promotion advancement.

(3) Process E5/6 promotions.

(c) Prepare/review NCO Enlisted Evaluation Reports (EER).

(d) Maintain Soldier readiness packet.

(e) Coordinate for awards.

(1) Prepare and process awards (DA Form 638).

(2) Set-up award ceremonies.

(f) Perform finance support.

(1) Initiates allotment request.

(2) Assists with pay problems.

(3) Prepares request for quarters allowance.

(g) Process application for service school/retraining/reassignment/reclassification.

(h) Prepare request for separate ration.

(i) Manages meal cards.

(1) Manage, prepare and destroys meal cards.

(2) Maintains control log.

(j) Maintain additional duty assignment.

(k) Maintain duty roster.

(l) Brief Staff Duty NCO.

(m) Manage cadre status change.

(n) Out process cadre members. Set-up briefing, prepares clearance forms, assists cadre in completing necessary forms.

(o) Prepare reenlistment bar action.

(p) Process dependent uniformed services identification privilege card.

(q) Process identification tag request.

(r) Manage sponsorship program.

(s) Manage Family care program.

(t) Process UCMJ action.

(1) Processes documentation.

(2) Provides reduction board support.

(3) Processes reduction appeal.

(4) Processes UCMJ administrative actions.

(u) Perform record maintenance (Enlisted Record Briefs, DD93, Official Military Personnel File (OPMF) , and Soldier Group Life Insurance (SGLI).

(v) Schedule and maintains defense travel system (DTS) account for temporary duty (TDY).

(w) Schedule and maintain DTS account for TDY.

3. Mail Distribution.

(a) Manage mail. Assign mailboxes to students and cadre.

(b) Process regular mail.

(1) Pick-up and deliver mail.

(2) Distribute student and cadre mail.

(c) Process registered or certified mail.

(d) Process mailbox turn-in.

(e) Forward mail.

(f) Perform or assist with mail room inspection.

(1) Perform routine inspections.

(2) Assist with scheduled inspections.

(3) Investigate complaints/incidents.

4. Personnel Account and Strength Management.

(a) Prepare status or strength report.

(b) Process strength accounting actions and updates.

(c) Report personnel loss.

(d) Process absent without leave action.

(e) Prepare dropped from roll action.

(f) Process AWOL and deserter return to military control action.

(g) Prepare line of duty investigation.

(h) Report soldier casualty.

(i) Maintain locator information board.

(j) Conduct inspections.

5. Administration.

(a) Types communications. Type communications, letters, messages, reports, plans, schedules, rosters, civilian evaluation, endorsements, briefing slides, meeting minutes, suggestion evaluations, leave requests, and TDY orders.

(b) Process installation distribution. Collect incoming mail, processing incoming and outgoing distribution, and deliver outgoing distribution.

(c) Maintain unclassified publication file.

(1) Obtains administrative publication.

(2) Maintains index.

(3) Posts new publications.

(d) Maintains bulletin board.

(e) Maintains publications and army records information management system account.

b. Operations.

1. Course Support.

(a) Coordinate training area requirements.

(b) Annual training requirements. Develop annual training requirements.

(c) Manage ammunition requirements.

(1) Develop annual ammunition requirements forecast.

(2) Coordinate unused ammunition allocation.

(d) Update training schedule.

(e) Coordinate external military unit support.

(f) Review support packets.

(g) Coordinate field training exercises (FTX).

(1) Prepare statement and requests.

(2) Operate the Tactical Operations Center (TOC).

(h) Maintain stock of course material.

(1) Process academic publications requests.

(2) Prepare training aid requests, prepare materials for reproduction, receive and store material.

(3) Issue student course materials.

(4) Returns and inventories student and instructor course material.

(i) Controls exam package.

(j) Develops, manages and posts internal and external policies sops and directives

(k) Assists with graduation exercise.

(1) Provides oversight of graduation diplomas, coordinates/overseas/assists in Preparation.

(2) Coordinates for graduation awards, plaques and trophies.

(3) Compiles guest list. Design, prepare, and pick-up invitations.

(4) Designs, develops and maintains graduation brochures.

(5) Updates graduation exercise narrator books.

(6) Assists/coordinates in graduation rehearsal and ceremony.

(7) Maintains class file on each class taught to include draft academic evaluation reports, release packets, graduation program, class roster, after action report, No-Show report and Army Training Requirements and Resource System (ATRRS) roster.

(l) Maintains class file.

(m) Maintains student statistics.

(n) Prepares ATRRS reports.

(o) Maintains vault file.

(p) Yearly training briefing.

(q) Yearly training calendar.

(r) Quality assurance and quality control course instruction IAW AR 350-10, Management of Army Individual Training Requirements and Resources, TRADOC Regulation 350-18 The Army School System (TASS) and TRADOC Regulation 350-70, Systems Approach to Training Management, Processes and Products.

(s) Attends and conducts meetings.

2. Student Support.

(a) Conduct pre-admission activity.

(1) Compile pre-admission information.

(2) Prepare student course and student information packet material.

(b) Assist with student in and out processing.

(1) Prepare in-processing material, assists in-processing, identifies ineligible students.

(2) Assist with out-processing for early release, drop and graduate students.

(c) Process unfavorable academic evaluation report.

(d) Process favorable academic evaluation report.

(e) Conduct post-graduate survey.

(f) Schedule retests.

(1) Reserve testing room.

(2) Control exam package.

(g) Schedule retraining.

(1) Reserve training room.

(2) Prepare training aid request.

(h) Schedule study hall.

3. External Support.

(a) Training Resource Arbitration Panel (TRAP) management action.

(1) Mobile Training Teams (MTTs) / ARFORGEN Support.

(2) Individual Ready Reserve (IRR), Military Occupation Specialty Qualification.

(b) Installation, TRADOC, USASMA Taskings.

(c) Host functional courses.

(d) Processes favorable or unfavorable academic evaluation reports. Coordinate legal review as required.

4. Cadre Support.

(a) Cadre professional development.

(b) Annual Training IAW AR 350-1, Army Training and Leader Development.

(c) Cadre Noncommissioned Officer Education System attendance.

(d) Civilian Education System Requirement.

5. S-2 and S-6 Support.

(a) Directorate of Plans, Training, Mobilization and Security (DPTMS) and JPAS coordination and input.

(b) Cadre security clearances.

(c) Course entrance requirements.

(d) Classified material security and classification.

(e) Network management.

(1) Creating and maintaining user accounts.

(2) Equipment troubleshooting.

(f) Service all computer equipment.

(g) C4 management functions.

(h) Knowledge management functions.

(i) Web management functions.

(j) Information management officer functions.

(k) Information management /information technology services and requirements integration.

6. Medical Support.

(a) Mitigates risk of serious injury or death.

(b) Enables academy to have medical personnel 100% of time.

(c) Coordinates personnel health assessments, combat lifesaver and mandatory medical training.

c. Logistics.

1. Supplies and Equipment.

(a) Manage supply account.

(1) Prepares and submits supply request.

(2) Purchase supplies.

(3) Store supplies.

(4) Issue supplies.

(5) Maintain supplies.

(b) Manage equipment account.

(1) Prepare and submits request for equipment.

(2) Receive equipment.

(3) Inspect and stores equipment.

(4) Issue and receives equipment.

(5) Turn in supplies and equipments.

(c) Maintain accountability of equipment.

(1) Maintain and updates primary hand receipt.

(2) Prepare and maintains delegation of authority.

(3) Maintains custodian document.

(4) Receive, inventory, and store personal items.

(5) Conduct annual, change of responsible officer, and special inventories. Prepare inventory adjustment report, prepares statement of charges, financial liability investigation, payments and partial payment letters.

(d) Process maintenance work order.

(1) Process regular maintenance work order.

(2) Process emergency maintenance work order.

(3) Process maintenance self-help work.

(e) Maintain organizational equipment and clothing record.

(1) Maintain student account.

(2) Maintain cadre account.

(f) Maintain equipment calibration.

(1) Review request for calibration and travels to calibration shop.

(2) Turn in equipment for calibration.

(3) Post and files documentation.

(4) Receive and stores calibrated equipment.

(5) Maintain calibration register.

(g) Develop, manage and post internal and external policies SOPs and directives.

(h) Perform linen control. Receive, store and issues linen to cadre and students.

(i) Perform laundry control. Receive, turn-in and stores laundry. Maintain laundry control roster.

(j) Perform key and lock control. Conduct inventory, prepares repair request, replaces lock, maintains register.

2. Weapon and Special Equipment Control.

(a) Issue and maintain weapons.

(1) Prepare document, issues and receives weapon, performs operator maintenance.

(2) Turn-in TDA weapons for major maintenance, picks up and stores weapon.

(3) Turn-in on-loan weapon, updates weapon log.

(b) Maintain ammunition and pyrotechnics.

(1) Preparesrequest for issue of ammunition and pyrotechnics. Stores, issues and receives ammunition and pyrotechnics.

(2) Turns-in ammunition and pyrotechnics.

(c) Maintain special equipment.

(1) Request, pick-up and store special equipment.

(2) Justifie and receive special equipment, perform operator maintenance, turn-in and replace special equipment, file hand receipt.

(d) Licensing of drivers.

(1) License and schedule drivers, conduct driving lessons, issue study materials; schedule drivers testing.

(e) Maintain GSA and tactical vehicle account.

(1) Schedule maintenance.

(2) Dispatch vehicles.

(3) Accept vehicle turn-in.

3. Budget.

(a) Develop budget estimate.

(1) Act as contracting officer representative.

(2) Prepare Statement of work.

(3) Prepare performance work statement.

(4) Prepare independent government cost estimate.

(5) Market research.

(6) AMO research.

(b) Administer financial program.

(c) Prepare unfunded resource requirements.

(d) Train for impact credit card.

(1) Use Government Purchase Card (GPC).

(2) Validate GPC purchases using ACCESS.

d. Warrior Leader Course (WLC). WLC is a branch–immaterial course conducted at Regional NCOAs worldwide and training battalions. It provides basic leadership training for Soldiers selected for promotion to SGT. The WLC provides Soldiers an opportunity to acquire the leader skills, knowledge, and experience needed to lead team size units. It is the foundation for further training and development. Training focuses on:

(1) Establishing self discipline.

(2) Instilling professional ethics.

(3) Leading, disciplining, and developing Soldiers.

(4) Planning, executing, and evaluating individual and team training.

(5) Planning and executing missions and tasks assigned to team–size units.

(6) Caring for Soldiers and their Families.

e. Advanced Leader Course (ALC). The ALC is a branch specific course that provides Soldiers selected for promotion to SSG with an opportunity to acquire the leader, technical, and tactical skills, knowledge, and experience needed to lead squad and platoon size units. Training builds on experience gained in previous training and operational assignments. Training focuses on:

(1) Preparing unit and subordinate elements for peace and wartime missions and Contingencies.

(2) Planning, supervising, and executing tasks and missions assigned to squad and platoon size units.

(3) Leading, supervising, disciplining, training, and developing subordinates.

(4) Planning, scheduling, supervising, executing, and assessing the unit's mission essential training.

(5) Planning, initiating, and supervising personnel, administration, and supply actions.

(6) Planning, supervising, and assessing the safe use, maintenance, security, storage, and accountability of personal equipment and organizational materiel.

(7) Caring for subordinates and their families.

f. Senior Leader Course (SLC). The SLC is a branch specific course that provides an opportunity for Soldiers selected for promotion to SFC to acquire the leader, technical, and tactical skills, knowledge, and experience needed to lead platoon and battery size units. Training builds on experience gained in previous training and operational assignments. Training focuses on:

(1) Preparing unit and subordinate elements for peace and wartime missions and contingencies.

(2) Planning, supervising, and executing tasks and missions assigned to platoon and battery size units.

(3) Leading, supervising, disciplining, training, and developing subordinates.

(4) Planning, scheduling, supervising, executing, and assessing the unit's mission essential training.

(5) Planning, initiating, and supervising personnel, administration, and supply actions.

(6) Planning, supervising, and assessing the safe use, maintenance, security, storage, and accountability of personal and unit equipment and organizational materials.

(7) Caring for subordinates and their Families.

Chapter 8
Capabilities Development and Integration Directorate (CDID)

8-1. Mission

a. Develop FCoE related concepts, requirements, and experimentation to validate DOTMLPF integrated combined arms capabilities that complement other joint, interagency, and multinational capabilities.

b. Acts as the user representative to the materiel developer for FA and AMD systems.

c. Responsible for future fires through programming, materiel integration and management of studies and analysis.

8-2. Organization of CDID. Organized with a HQ element, 4 divisions, and 6 TRADOC Capability Managers (TCM). See figure 8-1 below.
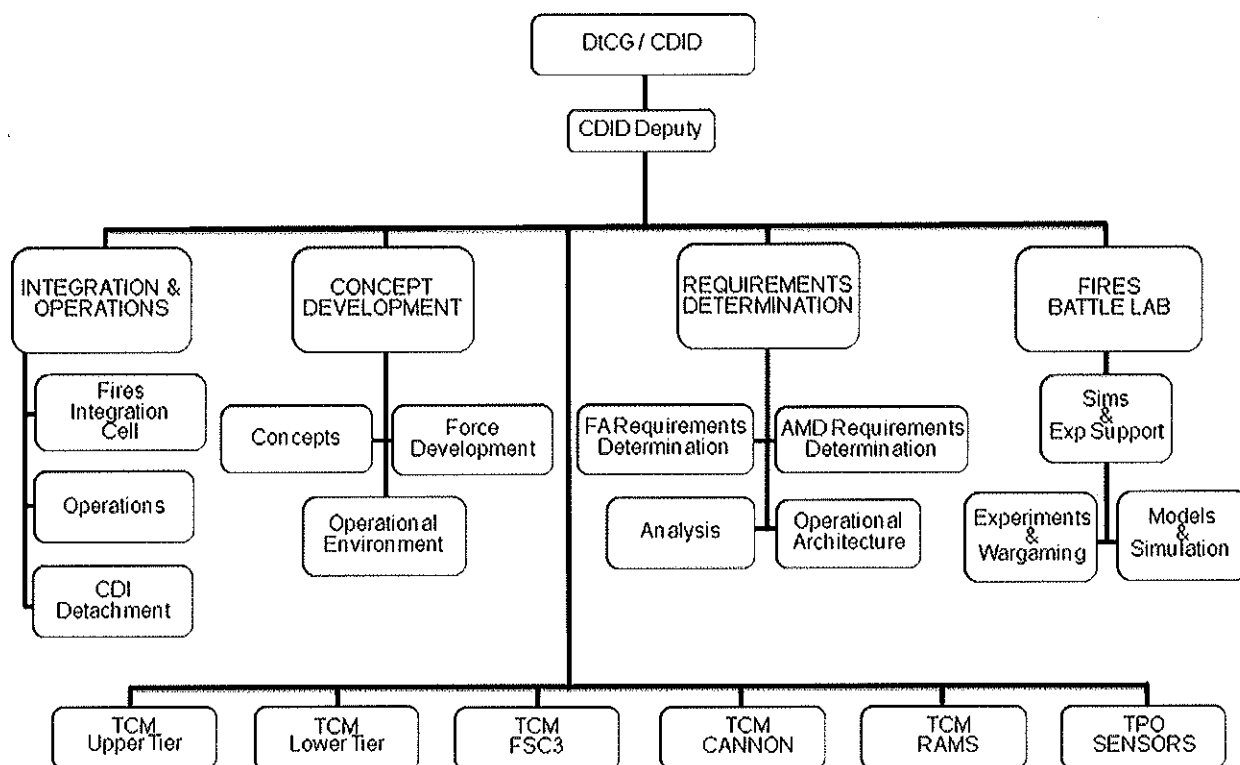
Figure 8-1. Fires CDID organization

8-3. Core Competencies.

a. Core Competency #1 Concept Development.

(1) Core Function #1 Concept and Scenario Review.

(2) Core Function #2 Concept Capability Plan development.

(3) Core Function #3 Organization Development.

(4) Core Function #4 Support Operational Environment Development.

b. Core Competency #2 Requirements Determination.

(1) Core Function #1 Operational Architectures.

(2) Core Function #2 Materiel Requirements Determination.

(3) Core Function #3 Requirements Determination Analysis.

(4) Core Function #4 Spiral Development.

(5) Core Function #5 Science and Technology.

(6) Core Function #6 Test and Evaluation Support.

(7) Core Function #7 Capability Based Assessment.

c. Core Competency #3 Experimentation.

(1) Core Function #1 Studies and Analysis.

(2) Core Function #2 Experimentation and Wargaming.

(3) Core Function #3 Modeling and Simulation.

d. Core Competency #4 Capability Management.

(1) Core Function #1 System and Functional Integration.

(2) Core Function #2 Synchronize System Life Cycle Management.

e. Supporting Functions.

(1) Supporting Function #1 Integrate/Manage Fires Warfighting Function.

(2) Supporting Function #2 Manage CDID Operations.

8-4. Roles, Responsibilities, and Functions.

a. Integration and Operations Division.

(1) Roles/Responsibilities.

(a) Provide operations, supply, information technology, and security function.s

(b) Ensure interoperability and commonality of related systems or functional capabilities for which the FCoE has proponency.

(c) Maintain synchronization plans ensuring all system/cross-system/integrated systems are synchronized to include those with cross system applications such as combat identification (CID).

(2) Functions.

(a) Fires Integration Cell.

(1) Develop and maintain comprehensive plans to provide an integrated Fires capability to the Army.

(2) Integrate efforts of TCMs within the FCoE.

(3) Executive agent for DOTMLPF synchronization throughout the FCoE.

(b) Operations Branch.

(1) Develop CDID business practices, procedures, and strategic plans.

(2) Conduct all security functions for CDID.

(3) Develop the CDID fiscal and personnel resource plans.

(4) Supervise receipt, analysis, status, and disposition of incoming actions, programs, taskings and visitor requirements.

(5) Provide admin/logistics assistance to directors and staffs to assist in fulfilling mission requirements.

(6) Provide information technology support to all sections with the CDID.

(7) Maintains all property books for CDID.

(8) Prepares CDID budget.

(c) CDI Detachment.

(1) Act as liaison between Forts Bliss and Sill to coordinate activities for systems or functional capabilities for which the Fires CDID has proponency.

(2) Integrate efforts of TCMs and CDID for activities at Ft Bliss to include Future Force Integration Directorate (FFID).

(3) Develop and maintain comprehensive plans to provide an integrated Fires CDID presence at Ft Bliss.

b. Concept Development Division.

(1) Roles/Responsibilities. Lead the development of concepts, organizational designs, and operational environment (OE) products.

(2) Functions.

(a) Concepts (FA and AMD).

(1) Lead the writing of future concept capability plans.

(2) Lead the writing of Contingency Operations documents to drive doctrine.

(3) Develop and review concepts and scenarios.

(4) Develop and review CONOPS.

(5) Provide Integrated Air and Missile Defense (IAMD) scenarios to the experimentation and Simulation Support Branch of the FBL.

(6) Participate in the Integrated Capabilities Development Teams (ICDTs) formed to write the Capstone Concept, Army Operating Concepts, and Army Functional Concepts.

(7) Participate in the biennial Army Force Generation process by reviewing Functional Concept and updating Required Capabilities.

(8) Participate in the development of joint concepts and leverage them in the development of Army Concept Strategy (ACS) Family of concepts.

(b) Force Development Branch (FA and ADA).

(1) Lead Fires organizational development.

(2) Develop and maintain Unit Reference Sheets (URS) and perform cyclic review of SRC06 and SRC 44 TO&Es.

(3) Develop future Force Design Updates (FDU).

(4) Develop doctrinal rules of allocation (ROA) for all TO&Es for HQDA modeling.

(5) Act as FCoE lead in support of Total Army Analysis (TAA).

(6) Review and maintain Basis of Issue Plans (BOIP).

(7) Provide SME input to develop and maintain Manpower Allocation Requirements Criteria (MARC).

(8) Assesses the impact of organizational design for all formations Provide DOTMLPF Force Structure/Manpower and Organizational Design domain assessments/coordination data for the ADA/FA Synchronization Plan and provide the organizational input into the concepts, ICDs, AoAs, CDDs, and CPDs.

(c) Operational Environment.

(1) Support future operational environment development.

(2) Support TRADOC DCSINT development of Test Threat Support Packages (TTSP) by assisting in the development of threat TTPs used in testing, modeling and simulation, for assigned areas.

(3) Participates in support and maintenance of OE, with TRADOC and the CoE DCSINT by operationalizing the OE and continuing efforts to maintain currency and relevance in the understanding and portrayal of the OE and the threats that operate within that environment.

(4) Maintain a knowledge base which encompasses geopolitics and globalization in economics, technology and demographics and incorporates both U.S. and threat military developments.

(5) Provide Operational Environment/Threat statements for FCoE CDID JCIDS and associated system development documents, operational concepts, and FCoE DOTD doctrinal and Concept of Operations documents.

(6) Coordinate draft System Threat Assessment Reports with system responsible CDID and TCM staff officers.

c. Requirements Determination Division.

(1) Roles/Responsibilities. Lead the Joint Capabilities Integration and Development System (JCIDS) process.

(2) Functions.

(a) Spiral Development Branch (FA and AMD).

(1) Maintain database of FA/AMD gaps and deficiencies, proposed DOTMLPF Change Recommendation (DCR) and materiel solutions correlated with JCIDS capability documents.

(2) Provides DOTMLPF "materiel" domain assessments for any S&T/Pre-MS B system under DOTMLPF tracking in the synchronization reporting process.

(3) Develop and recommend DCRs in conjunction with FA/AMD Analyses.

(4) Represent the Army, as directed, in developing joint solutions at the ICD and pre-MS A level activities with the other services.

(5) Develop, revise and brief at all JCIDS decision reviews and Materiel Development Decision (MDD) / Milestone A (/MS A), the FA/AMD JCIDS capabilities documents (ICDs, Draft CDDs) at all decision levels.

(6) Coordinate with other Army branches and services with respect to FA/AMD solutions in cross-branch programs (e.g. FCS, Joint Warfare, Force Situational Awareness, Airspace Management and Control, IFF).

(7) Participate in Science and Technology (S&T) reviews, S&T objective reviews, ATD reviews, and Army S&T working group meetings. Ensure the balancing of DoD and Army S&T efforts and projects in support of FA/AMD.

(8) Prepare and maintain the FA/AMD materiel initiatives for the Capability Needs Analysis (CNA).

(9) Serve as CDID point of contact for Missile Defense Agency FA/AMD related development program and initial CDID entry point for Transition to the Army Activities.

(10) Serve as CDID point of contact for FA/AMD related Operational Needs Statement (ONS) and CDRT related development program and initial CDID entry point for Transition to the Army Activities.

(b) Analysis Branch (FA and AMD).

(1) Conduct studies and analyses to support requirements, concepts, experimentation and force developments, and the FA/AMD Materiel Acquisition Process (Joint Capabilities Integration Development System (JCIDS)). Participate in Army, Joint and Multi-National FA/AMD studies, assessments and analyses that directly influence Army FA/AMD capabilities.

(2) Conduct and participate in analyses and assessments to determine FA/AMD gaps, deficiencies and their materiel or non-materiel solutions.

(3) Oversee the development, operation, and maintenance of FA/AMD simulation models and tools, resident in the FCoE, in support of combat developments.

(4) Develop FA/AMD Gap Database to include air situational awareness in support of Airspace Management/Fires De-confliction.

(5) Develop and Identify FA/AMD Principal and Supporting CNA RCs with justifications/examples for all domains.

(c) Future System Development (FA and AMD).

(1) Develop and serve as the FA/AMD branch focal point for all air and missile defense (weapons, sensor, and Command and Control (C2)) MS B / MS C JCIDS materiel requirements

(2) Develop, manage, revise and defend required sensor, shooter, and battle management / command, control, communications, computers, and intelligence capabilities.

(3) Develop or revise capabilities documents (CDDs, CPDs) for air and missile defense systems. Determine and define system key performance parameters (KPP) and Key System Attributes (KSA) necessary for mission accomplishment. Identify user, Army, and Joint system interface requirements. Support the FA/AMD Spiral Developments Branch with respect to ICD and the MS A draft CDD preparation.

(4) Interface with Interagency and Multinational FA/AMD offices, Program Executive Officer (PEO) Missiles and Space, PEO Ammunition, PEO Command Control and Communications Tactical, Combat Support and Combat Service Support, PEO Ground Combat Systems, PEO Intelligence, Electronic Warfare and Sensors, and PEO Soldier; U.S. Army Aviation and Missile Command; Space and Missile Defense Command (SMDC); JIAMDO, JCS, MDA and appropriate PMs on operational and materiel requirements.

(5) Define requirements for FA/AMD classification and discrimination, functions and intelligence need.

(6) Represent USAFAS / USAADASCH /FCoE at TRADOC, Department of the Army, Joint Staff, NATO Boards, and the Department of Defense for JCIDS document approval and materiel acquisition milestone decision reviews.

(7) Conduct direct coordination with Army Capabilities Integration Center (ARCIC) for development and staffing of system Operational Mode Summaries/Mission Profiles (OMS/MP) and the detailed RAM scoring criteria.

(8) Conduct direct coordination with the Combined Arms Support Command (CASCOM) for necessary operational requirements/capabilities definitions to support CDD/CPD development of the logistics/maintenance required capabilities.

(9) Monitor FA/AMD system development and acquisition, ensuring compliance with materiel and operational requirements.

(10) Serve as the USAADASCH POC and system manager for all FA/AMD systems for which no TCM exists or has assigned responsibilities.

(11) Serve as the central CDID FA/AMD Synchronization materiel domain manager for all FA/AMD systems for which no TCM exists or has assigned responsibilities.

(12) Prepare and maintain the FA/AMD materiel solutions database for the Capability Needs Analysis (CNA).

(13) Represent TRADOC in International/US FA/AMD Current/Future Systems Working Groups.

(14) Serve as FA/AMD CDID point of contract and execution arm for the COICs, TEMP, Test Support Packages, and the conduct of FDE/FDTs. Support LUTs and IOT&Es.

(d) Operational Architecture Branch.

(1) Support FA/AMD Capability Packages/Sets with OA products to include C4I battlefield interoperability architectures supporting Army, International and Joint operations.

(2) FA/AMD Information Assurance (IA) Implementation and represent user interests in specific system DoD Information Assurance Certification and Accreditation Process (DIACAP) implementation.

(3) AVs/OVs/NATO Interoperability and Communication standards.

(4) Provide OA products to support all FA/AMD JCIDS documents (ICDs, CDDs, CPDs and ISPs) and other DOTMLPF related architecture support as required.

(5) Define IT and NSS Supportability JCIDS capabilities.

(6) Support development of FA/AMD JCIDS NR-KPP documentation capabilities.

(7) Ensure FA/AMD JCIDS products are traceable with SV products.

(8) Ensure AIMD's FA/AMD TOE database reflects current data.

(9) Support the FCoE in International and Joint FA/AMD Communications and Standards Working Groups.

(10) Provide architecture review support for other CoE produced OA products as required.

(11) Provide integrated (Army and Joint), FA/AMD architecture analysis to facilitate concept development, learning, capability development process to inform Army processes with respect to a continuously modernized, modular based Army that is full spectrum capable, rebalanced by 2011, and integrates future combat systems beginning 2016.

(12) Develop, analyze, study, and determine outcomes associated with Joint and Army short notice mission critical FA/AMD architecture development requirements.

(13) Implement a process that produces specified integrated FA/AMD architectures which shall identify capabilities, requirements, and gaps for senior leader decision making.

(14) Develop capabilities-based FA/AMD operational architectures for Land War Net to include brigade and below, division, corps, theater, and Army Service Component Command (ASCC). The organizational architectures will assist in the transformation to the current modular force and inform investment and implementation decisions for force management.

(15) Develop architecture that reflects existing or developmental operational concepts, delineates required capabilities, and provides foundation and underpinning information and data in order to support capabilities development, combat development core functions, and decision making at the FCoE.

(16) Ensure that FA/AMD architectures capture and reflect Joint and Army concepts and capabilities. Functional architectures will map to Army and Joint capability areas.

(17) Provide FA/AMD architecture expertise to support the development and integration of Joint and Army concepts to support the current force, and the future force.

(18) Provide FA/AMD capabilities-based architecture information to support the development of accelerated decision-making capabilities to the current force.

(19) Develop FA/AMD architectures to support the transition from system-based acquisition to capability-based acquisition and testing in support of the Army Software Blocking program.

(20) Develop FA/AMD architectures to support Joint Command, Control, and Communications Information Exchange Data Model, Battle Command Migration, and Data Initialization.

(21) Coordinate and integrate TRADOC FA/AMD architecture efforts with Joint efforts in support of architecture development priorities in accordance with HQDA, the Joint Staff, and USJFCOM.

(22) Develop FA/AMD architecture products to support the Joint Capabilities Integration and Development System (JCIDS) document based on priorities established in the AC2DP.

(23) Tag FA/AMD architectures with metadata to ensure products are discoverable and reusable.

d. Fires Battle Lab.

(1) Mission. Use live, virtual and/or constructive simulations to gain insights, impacts, and recommended changes to DOTMLPF, based on inputs from Soldiers and their leaders, as well as emerging technologies and materiel initiatives to support current and future forces.

(a) Experimentation. Provide FA and ADA simulations, technical and fires subject matter expertise to the Army, Joint, and the Department of Defense.

(b) Analysis. Manage, develop, maintain, and sustain fires simulations e.g. FireSim XXI and EADSIM support CDID analytical objectives.

(c) Training. Provide a simulation environment to expand the battle space enabling the FA and ADA Schools, Active Army, USAR and National Guard Commanders to meet their training objectives.

(2) Functions.

(a) Models and Simulation Branch (FA and AMD).

(1) Manage, develop and maintain models and simulations (M&S) to replicate FA and ADA functional areas for TRADOC/Fires Battle Lab experiments and CDID analyses, Army integrations/technology insertions, Army Brigade-and-Below sustainment training, Joint Fires experiments and demonstrations, and FBL's FA and/or ADA integration experiments.

(2) Recommend, develop, test and integrate Live-Virtual-Constructive and Gaming environments on closed and/or distributed networks in order to support training, analysis and experimentation events.

(3) Manage/support simulation configuration control IAW AR5-11 for the various fires simulations.

(4) Maintain necessary technical, operational, and terrain databases to support FBL M&S applications.

(5) Develop FA force files and ADA force files, and implement scenarios to support FBL M&S applications.

(6) Monitor, collect and reduce data to support FBL M&S application conclusions.

(7) Enhance FA and ADA simulations and related M&S tools as necessary to support FBL M&S applications.

(8) Enhance FA and ADA simulations and related M&S tools as necessary to support CDID analytical M&S applications.

(9) Maintain DIS and various HLA standards in FA and ADA M&S (as necessary) to interoperate with other M&S in all relevant M&S federations.

(10) Develop and maintain seamless M&S interoperability with real-world, manned C4ISR tactical systems to support FBL M&S applications (especially training and near-term force integrations or technology insertions).

(11) Develop and maintain M&S interoperability with C4I Soldiers-in-the-Loop via Graphical User Interface to support future concept experiment M&S applications.

(12) Maintain FBL Integrated Testbed to support FBL specialized C4ISR integration experiments (C-RAM, BDOC, Thunder Fusion, etc.)

(13) Monitor, critique, and recommend improvements in realism and utility for FA and ADA replication of fires in Army combat simulations (JCATS, OneSAF, etc.)

(14) Monitor, critique, and recommend improvements in realism and utility for FA and ADA replication of fires supported by Army instrumentation systems (CTC OIS's, HITS, OneTESS, etc.)

(b) Experiments and Wargaming Branch (FA and AMD).

(1) Coordinate, plan, and execute Fires Battle Lab experiments that support the FCoE.

(2) Support development of scenarios, operational and tactical orders.

(3) Coordinate and provide manning for TRADOC and Joint experiments.

(4) Provide Fires SME support for artillery and ADA to TRADOC and Joint experiments.

(5) Develop documentation to support TRADOC and Joint experimentation of Fires initiatives.

(6) Preparing TRADOC's reports and briefings throughout the experiment cycle IAW TRADOC regulations.

(7) Prepare, coordinate, monitor experiment budget plans for each experiment.

(8) Review and provide input to all Fires doctrine, Field Manuals, operational and tactical concepts.

(9) Conduct and attend IPRs for TRADOC and Joint Experiments.

e. TRADOC Capability Manager AAMDC.

(1) Roles/Responsibilities. Serves as the user representative to the materiel developer on all functional issues.

(2) Functions.

(a) Serve as the TRADOC user representative and single FCOE POC for the THAAD system in accordance with the TCM charter.

(b) Provide intensive, centralized, total system management synchronization and integration of all DOTMLPF considerations.

(c) Monitor and synchronize all aspects of total system development, testing and evaluation, corrective actions, acquisition, materiel release, and fielding, to include direct interaction with the Missile Defense Agency, program/project/product managers (PMs) and materiel developers (MATDEVs) of the primary and ancillary system(s), test community, and the fielding/gaining commands.

(d) Using an Integrated Concept Team (ICT) with empowered membership from schools and MATDEVs, coordinate the development and documentation of all related materials, as needed.

(e) In coordination with other CDID elements propose refinement of system requirements in the capabilities documents. Justify or validate system requirements at all levels of the Army, Department of Defense (DoD), and Congress, as directed.

(f) Participate in MATDEV system concept analyses and cost performance trade-off and cost as an independent variable analyses by providing detailed warfighting capability impact of specific system characteristics. Provide TRADOC senior leadership recommendation for all design reviews.

(g) Prepare TRADOC position on, receive TRADOC leadership approval, and participate in decision reviews (In Progress Review (IPR)/Army Systems Acquisition Review Council/Army Requirements Oversight Council (AROC)/Functional Capabilities Boards/Joint Requirements Oversight Council (JROC)/Defense Acquisition Board) for THAAD. Provide user input for documentation of these reviews, such as Acquisition Program Baseline. Act as user representative on any other acquisition reviews/boards for assigned systems.

(h) As a part of unit set fielding, support total package fielding by managing a coordinated schedule of work for TRADOC schools and activities in support of system development and initial fielding.

(i) Identify and prioritize system hardware and software deficiencies to the MATDEV for corrective action. Review and evaluate proposed actions and engineering change proposals of the project or program manager to ensure that user requirements are adequately addressed.

(j) Provide for system improvements (Preplanned Product Improvements, System Enhancement Program, Service Life Extension Program, recapitalization efforts, etc.) in coordination with the proponent. This is accomplished through the identification of Science and Technology, Science and Technology Objectives, Advanced Technology Demonstrations, Advanced Concept Technology Demonstrations, and Concept Experimentation Programs for systems assigned to the TCM.

(k) Coordinate all user involvement in system testing (for example, scenario development, test support, unit training, and user subject matter expertise). Monitor technical and user test activities for assigned systems to keep TRADOC leadership informed of system progress and to initiate corrective action for user unit or test personnel/activities as needed.

(l) Crosswalk and reconcile O & O concept to capabilities document characteristics to the request for proposal (RFP) materiel specifications, ensuring the acquisition strategy meets user needs.

(m) Articulate system operational and organizational concepts associated with their system as a member of combined arms system of systems and joint environments.

(n) Provide user coordination to manpower estimates.

(o) Provide user representation in analysis of alternatives (AoAs), and other studies, evaluations, and efforts supporting the development programs.

(p) Provide TRADOC representation to allied/prospective users of the assigned systems.

(q) Ensure that THAAD capabilities-based requirements and objectives are updated and staffed to reflect future user mission requirements, fielding timelines, system capabilities, threat changes, and evolutionary acquisition spiral development under MDA and Department of the Army guidance.

(r) Synchronize the following: funding with Headquarter Department of the Army (HQDA) G-8; force structure issues with the HQDA G-3; required personnel with the HQDA G-1 and Human Resources Command; logistics and future sustainment issues with HQDA G-4 and the Office of the Assistant Secretary of the Army (Acquisition, Logistics, and Technology); joint operational concepts and integration with Space and Missile Defense Command (SMDC) and Joint Force Component Command Integrated Missile Defense (JFCC-IMD) ; and joint operational capabilities, concepts, and architecture with the Joint Integrated Air and Missile Defense Organization (JIAMDO).

f. TRADOC Capability Manager ADA Brigade.

(1) Roles/Responsibilities. Serves the Army's centralized functional integrator and life-cycle manager for the air and missile defense lower tier capability area.

(2) Functions.

(a) Provide total system integration and functional integration of all assigned systems.

(b) Support System Life Cycle Management including the hardware and all other required items.

(c) Perform as the counterpart and user advocate to the PEO-MS, PEO-C3T, MDA, SMDC, and their associated AMD Project/Program Managers.

g. TRADOC Capability Manager FSC3.

(1) Roles/Responsibilities. Performs as the centralized manager for total fire support C2 functional capabilities and user representative to the materiel developer.

(2) Functions.

(a) Represent the user and CG TRADOC for assigned capability area.

(b) Intensive, centralized, total capability management and integration of DOTMLPF.

(c) Coordinate with other Battle Command TCMs and TPIOs for Networks and Terrain Data.

(d) Provide support to TRADOC BC for Network Fires and LANDWARNET.

(e) Provide tactical data system subject matter expertise and integration support for TCMs/TPOs assigned to the Fires CDID.

h. TRADOC Capability Manager Cannon.

(1) Roles/Responsibilities. Centralized manager for total cannon artillery functional capabilities and user representative to the materiel developer.

(2) Functions.

(a) System and functional integration.

(b) DOTMLPF synchronization.

(c) Support System Life Cycle Management.

(d) User advocate/counterpart with:

   TCM Future Combat System (TCM FCS).

PM Combat Ammunition Systems (PM CAS).

PM Fire Support Platforms (PM FSP).

PM Lightweight 155 (PM LW155).

TRADOC Capability Manager Rockets and Missiles.

(1) Roles/Responsibilities. Centralized manager for total FA rocket and missile functional capabilities and user representative to the materiel developer.

(2) Functions.

(a) System and functional integration.

(b) DOTMLPF synchronization.

(c) Support System Life Cycle Management.

(d) User advocate/counterpart with:

TCM Future Combat System (TCM FCS).

PM Non Line of Sight – Launch System (PM NLOS-LS).

PM Precision Fires Rocket and Missile Systems (PM PFRMS).

j. TRADOC Proponency Office Sensors.

(1) Roles/Responsibilities. Serves as the centralized manager and user representative to the materiel developer for all Fire Support and Target Acquisition capabilities and artillery enablers.

(2) Functions.

(a) System and functional integration.

(b) Support System Life Cycle Management.

(c) DOTMLPF synchronization.

(d) Synchronizing of all aspects of combat and training development user activities related to artillery sensor capabilities.

(e) User advocate/counterpart with:

PM Radars.

PM TIMS.

PM FSP.

PM Sensors & Lasers.

PM LW155.

Chapter 9
Directorate of Training and Doctrine (DOTD).

9-1. Mission.

a. Functional lead for doctrine, training, education, and leader development within the FCoE.

b. Serve as the staff proponent for developing ADA/ FA Branch doctrinal products, for review of Army, Coalition (NATO), and Joint Doctrine, and developing training and education strategies and materials for institutional, self development, and unit training.

c. Develop training strategies and education requirements for future systems per AR 70-1 and TR 350-70.

d. ICW training brigades and NCOA, plan and develop non-systems specific training aids and devices requirements.

e. Define and refine Joint and Combined Fires University (JCFU) requirements.

f. Provide FA and ADA Doctrine, Tactics, and Techniques training per TR 350-1.

g. Coordinate and execute actions for the Commanding General USAFCoE and support the Commandants of the Field and Air Defense Artillery Branches.

9-2. Organization of DOTD. Organized with a HQ element and 6 divisions. See figure 9-1 below.

Figure 9-1. Organization of DOTD

9-3. Core Competencies.

a. Core Competency #1 Develop training, education, and leadership development training strategies, policies, and plans.

(1) Supporting Function #1 Serve as the responsible agent for the Grow leaders and prepare Board IOT synchronize, integrate and prioritize training, education and leader development initiatives for the institutional, operational and self-development domains across the FCoE.

(2) Supporting Function #2 Develop Simulations Strategy for implementation across the FCoE.

b. Core Competency #2 Instruction Requirements Determination

(1) Supporting Function #1 Analyze lessons learned to identify improvements or solutions to DOTLMPF challenges and performance problems.

(2) Supporting Function #2 ICW CDID, Participate in the JCIDS requirements determination process to analyze and identify training requirements for new and emerging weapon or support systems.

(3) Supporting Function #3 Conduct analyses as required for unit, institutional, and self-development training, education, and leader development.

(4) Supporting Function #4 Design career road maps and associated courses of instruction to determine ADA and FA leader development needs and articulate detailed training and education development requirements.

(5) Supporting Function #5 Evaluate courses of instruction and manage the Course Content Review Board process to ensure courses of instruction for training units are sustained, relevant and responsive to operational Army needs.

(6) Supporting Function #6 Manage the Training Requirements Analysis System (TRAS) to ensure USAADASCH, USAFAS, and Reserve Training Institutes (RTIs) receive the institutional training resources necessary to conduct standardized effective and efficient instruction.

(7) Supporting Function #7 ICW the Electronic Warfare Proponent, analyze training requirements and develop courses of instruction for the training of Army and Joint Services personnel.

c. Core Competency #3 Develop Training, Education, and Leader Development Training Support Materials (Design and Development)

(1) Supporting Function #1 Develop unit training instructional materials to support operational Army needs and improve the effectiveness and efficiency of unit training processes.

(2) Supporting Function #2 Develop institutional training, education, and leader development instructional materials for Active and Reserve Component, resident and non-resident courses.

(3) Supporting Function #3 Develop self-development training, education, and leader development curricula ISO leader development requirements outlined by each respective career.

(4) Supporting Function #4 Design and develop distributed simulations and games to effectively and cost-efficiently improve the availability of training, education, and leader development opportunities.

(5) Supporting Function #5 Coordinate with the CIO/G6, TRADOC, and other agencies to provide improved lifelong learning, institutional, and self-development instructional delivery capabilities.

(6) Supporting Function #6 Coordinate with training units to implement and sustain lesson materials that effectively achieve instructional outcomes.

d. Core Competency #4 Develop FA/ADA doctrine.

(1) Supporting Function #1 Develop/staff/gain approval of FA/ADA doctrinal material.

(2) Supporting Function #2 Propagate doctrinal changes across the branches for inclusion in instructional/unit training materials.

(3) Supporting Function #3 Participate in the staffing and development of joint and coalition (i.e. NATO/ABCA) doctrinal materials.

9-4. Roles, Responsibilities, and Functions.

a. Requirements Division

(1) Mission. Develop requirements for, and ensure that, all current, evolving, and objective ADA and FA systems have state-of-the-art training capabilities and TADSS; produce training publications that support the Army's vision and future force requirements to train the ADA and FA forces; and produce validated lessons learned for incorporation in the DOTMLPF domains.

(2) Functions.

(a) Unit Training Branch

(1) Serve as the point of contact on all matters relating to the unit training process, CATS, Drills, TC, and other training publications.

(2) Develop and sustain Full Spectrum Operations (FSO) METL for designated ADA and FA organizations.

(3) Conduct mission and collective task analysis for ADA and FA organizations.

(4) Develop and sustain unit combined arms training strategies (CATS) for ADA and FA units and organizations.

(5) Develop and sustain Crew certification and gunnery tables for ADA and FA units.

(6) Develop drills, training circulars (TCs), training support packages and other products to support ADA and FA unit training.

(7) Develop Warfighter Training support packages (TSPs).

(8) Participate in new and evolving systems development and testing to produce new, current, and relevant training publications.

(9) Serve as a DOTD training representative at all integrated concept teams (ICTs) and integrated product teams (IPTs), as required.

(b) Lessons Learned Branch.

(1) Collect, process, analyze, package, archive, and disseminate lessons learned from military operations, major exercises, and experiments.

(2) Establish liaison with other lessons learned agencies and the Joint Center for Operational Analysis and Lessons Learned.

(3) Perform detailed DOTMLPF analysis on available data and assist in developing both near-term and long-term solutions.

(4) Facilitate integration of key OIL into institutional, operational and self-development domain processes.

(5) Facilitate real-time sharing of lessons learned information across the Army.

(6) Establish and maintain an electronic library of lessons learned data.

(7) Edit, design, and format draft through final electronic file copy of ADTL and related ADA material.

(8) Serve as point of contact for the ADTL Program, ADA Glossary, and the Automated Systems Approach to Training (ASAT) Glossary and References.

(c) Analysis Branch.

(1) Serves as point of contact on all matters relating to the analysis process.

(2) Identify training and non-training solutions to performance deficiencies (Need Analysis).

(3) Identify Missions and Critical Collective Tasks for Specific Type Units of a Weapon System (Mission Analysis).

(4) Develop Collective Task Performance Specifications for Critical Tasks (Collective Task Analysis).

(5) Identify Critical Individual Tasks for an MOS in a Specific Duty Position (Job

Analysis).

(6) Develop Individual Task Performance Specifications for Critical Tasks (Individual Task Analysis).

(7) Coordinate with units on task selection boards and collection of task analysis data.

(8) Maintain analysis data in the automated systems approach to training (ASAT) database.

(9) Provide the completed and approved analysis data to the appropriate design branch/training developer, user, or organization.

(10) Develop and maintain Soldier Training Publications (STPs) for all ADA and FA MOSs.

(d) New Systems Branch.

(1) Develop System Training Plans (STRAP) to accompany requirements documents for approval of materiel programs.

(2) Participate as the training developer in the JCIDS Functional Area Analysis (FAA), Functional Needs Analysis (FNA), and Function Solution Analysis (FSA) to support ICD, CDD, and CPD development.

(3) Analyze training strategy requirements for new materiel and weapon systems for which the Field Artillery School or Air Defense Artillery School are proponent or sub-proponent.

(4) Develop the training paragraph for all Joint Capabilities Integration and Development Systems (JCIDS) Initial Capability Document (ICD), Capability Design Document (CDD) and Capability Production Document (CPD) for all Field Artillery/Air Defense Artillery proponent programs including identification of high-dollar training support resources.

(5) Serve as the Manpower and Personnel Integration (MANPRINT) point of contact for all new systems development.

(6) Participate with the determination of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities impacts associated with the acquisition of new equipment training.

(7) Serve as subject matter expert and DOTD point of contact for Non-Systems Training Devices, and Live-Virtual-Constructive Simulations

(8) Develop requirements documentation for Systems and Non-Systems Training Aids, Devices, Simulators, and Simulation (TADSS) including training ammunition as appropriate.

(9) Determine training issues to be evaluated during materiel testing as part of the Test and Evaluation Master Plan (TEMP).

(10) Coordinate actions pertaining to equipment publications (Technical Manuals) (TM), Interactive Electronic Technical Manuals (IETM), and Technical Bulletins (TB).

(11) Develop Training Test Support Packages (TTSP) to support pre-test training prior to operational or user testing.

(12) Conduct pre-test training, certify new materiel training and render Operational Test Readiness Statement (OTRS) prior to operational or user testing.

(13) Conduct Validation/Verification of Training Support Packages (TSP), Training Devices, TMs, IETMs, TBs, Computer/Web Based Training Packages, and Training Instructor Guides.

(14) Participate as member of Source Selection Board for non-system training devices.

(15) Coordinate actions pertaining to NET and NET Plans.

(16) Develop/monitor Standards in Training Commission (STRAC) Field Artillery and Air Defense Artillery weapons standards, annual training strategies, training events and frequencies, TADSS integration strategies, and ammunition resource requirements for DA Pamphlet 350-38, Standards In Weapons Training.

(17) Coordinate Fire COE input for training impact and basis of issue plan (BOIP) requirements for proponent and non-proponent systems that affect Field Artillery or Air Defense Artillery MOSs and courses of instruction.

(18) Coordinates new system initiatives with the Fires COE Battle Lab.

(19) Participate with the Post Fielding Training Effectiveness Analysis (PFTEA) of Field Artillery and Air Defense Artillery materiel and weapon systems.

(20) Provide the training point of contact to unit personnel to address problems with the operation or maintenance of Field Artillery and Air Defense Artillery systems.

(21) Evaluate Tactics, Techniques and Procedures that have been developed for inclusion in the appropriate TMs, TBs, FMs or Special Texts, and Course Material.

b. Institutional and Self-Development Division.

(1) Mission. Design, develop, implement, evaluate, and distribute training, education, and leader development for institutional and self-development curriculum.

(2) Functions.

(a) Design and Evaluation Branch

(1) Design and sustain career roadmaps for each occupational specialty and area of concentration.

(2) Oversee the design of institutional and self-development courses of instruction.

(3) Manage the Training Requirements Analysis System (TRAS) and maintain accounting for FCOE training resources.

(4) Establish and sustain program evaluation mechanisms to measure institutional and self-development program success and improvements.

(b) Educational Technology Branch.

(1) Identify, research, pilot-test, and proliferate educational technology tools to support training development and instruction.

(2) Oversee the development and distribution of distributed learning and the Army Correspondence Course Program (ACCP).

(3) Sustain an instructional media and material repository and oversee the associated distribution system.

(4) Develop and support development of desktop games and simulations to improve instructional quality, relevance, immersion, and distribution.

(c) Officer Development Branch.

(1) Design courses of instruction and develop institutional training products to include lessons plans, student guides, job aids, multimedia presentations, training event guides and examinations.

(2) Design and develop self development training courses, modules, and lessons to include interactive multimedia instruction to support blended institutional training and Army Correspondence Course Program (ACCP).

(3) Collaborate with active and reserve component stakeholders to implement institutional training and education programs.

(4) Conduct formative evaluation of institutional and self-development training and education programs; and conduct associated curricula revision.

(5) Maintain instructional materials on the Joint and Combined Fires University (JCFU) Learning Portal and on the appropriate learning management system (LMS) to support distribution to active and reserve component training managers, instructors and students.

(d) Enlisted Development Branch.

(1) Design courses of instruction and develop institutional training products to include lesson plans, student guides, job aids, multimedia presentations, training event guides, and examinations.

(2) Design and develop self development training courses, modules, and lessons to include interactive multimedia instruction to support blended institutional training and the ACCP.

(3) Collaborate with active and reserve component stakeholders to implement institutional training and education programs.

(4) Conduct formative evaluation of institutional and self development training and education programs and instructional materials and conduct associated revises to instruction.

(5) Maintain instructional materials on the JCFU Learning Portal and on the appropriate LMS to support distribution to active and reserve component training managers, instructors, and students.

c. Strategies and Integration Division.

(1) Mission: Develop training and leader education concepts, strategies, and well defined initiatives aimed at improving Soldier and leader performance as a foundation for future training, education, and integration in the Army capabilities development process.

(2) Functions: A forward thinking, innovative organization that supports the FCOE core mission of training Soldiers and developing leaders through synchronization and coordination of training and education solutions required to support a capabilities a capabilities-based Army.

(a) Lead for developing training, education, and leader development vision and strategies.

(b) Improve Fires Warfighter capability by strengthening and developing new capabilities for training and education across the institutional, self-development and operational domains using adult learning models couple with advanced training and education technology.

(c) Coordinate, prioritize, and monitor science and technology research, experimentation, studies for training, education and leader development.

(d) Enable the integration of future and current training strategies, plans, and training development efforts internal to the DOTD

d. Grow Leaders and Prepare Soldiers Board.

(1) Mission. To synchronize, integrate and prioritize training, education and leader development initiatives for the institutional, operational and self-development. Essential to establishing the Joint Fires University and to ensuring that Joint, Army, Field Artillery (FA), and Air Defense Artillery (ADA) training and leader development initiatives are achieved. Additionally, the Grow Leaders and Prepare Board will provide oversight for development of Fires, ADA and FA doctrine that meets the needs of the 21st Century Fires Force.

(2) Functions.

(a) Operationalize, sustain and implement the long-range Army Leader Development strategy, JFU strategy, training strategies, and LVC training strategies.

(b) Establish and sustain partnerships and alliances with Joint, Army, and TRADOC agencies and with key community and academic organizations.

(c) Establish and monitor a JFU dashboard comprised of essential measures of effectiveness in order to assess the overall performance of the Fires, ADA, and FA training and leader development initiatives.

(d) Provide guidance and direction to FCoE process owners necessary to align the policy, procedures, and actions of the JFU, ADA school and FA school with the efforts of the FCoE across the DOTLMPF-CR domains in support of the Grow Leaders and Prepare LOEs.

(e) Provide oversight for the efforts of FCoE process owners to ensure significant integration and collaboration in the achievement of the objectives and tasks Grow Leaders and Prepare LOEs.

(f) Develop and sustain a set mid-range operational resource requirements necessary to further JFU, training, leader development and doctrine initiatives.

(g) Prioritize training and leader development initiatives.

e. Doctrine Division.

(1) Mission. Develop, maintain, and update all doctrinal materials for both Field Artillery and Air Defense Artillery; review, coordinate, and provide FCoE input for other Army branches

and Joint Doctrinal publications; and serves as the FCoE representative to North Atlantic Treaty Organization (NATO), and America, Britain, Canada and Australia (ABCA) Armies, and other Allied doctrinal meetings, working groups, and exchanges.

(2) Functions.

(a) Serves as the Coordinator for Doctrine issues within the DOTMLPFs; provide input to the FCoE DOTMLPF quarterly reviews.

(b) Develops, maintains and updates all Air Defense Artillery, Field Artillery and Fire Support doctrine, tactics, techniques and procedures (DTTP) manuals IAW TR 25-36.

(c) Reviews and provides subject matter expert (SME) input on all Army (includes other branches), Joint, Multi-Service, other Service, and Allied doctrine publications.

(d) Distributes Joint, Multi-Service, and Allied doctrine publications, received for FCoE review, to other directorates, agencies or units for their review and comment.

(e) Consolidates all internal FCoE input into a single FCoE position to the requesting agency.

(f) Develops or revises Air Defense Artillery, Field Artillery or Fires Support field manuals (FM), Army Tactics, Techniques and Procedures (ATTP) manuals, General subject Technical Manuals (TMs), Training Circulars (TCs) or School Texts (ST) as required.

(g) Develops the required documentation (e.g. Statements of Work (SOW) and Management Decision Documents (MDD)) for contracting the development/revision of Air Defense Artillery, Field Artillery and Fire Support doctrine, tactics, techniques and procedures (DTTP) manuals.

(h) Conducts SME meetings to adjudicate all recommended changes to draft doctrine manuals.

(i) Supervises the development of all FCoE proponent manuals and school texts whether conducted in house or by a contractor.

(j) Edits all outgoing doctrinal products.

(k) Represents the FCoE at NATO, ABCA, Army and Joint doctrinal conferences, meetings or exercises.

(l) Provides doctrine input into the annual ARCIC Capabilities Needs Analysis (CNA) requirements and represents the D Domain at the CNA reviews and AOWGs.

(m) Provides input into TD2QA for resource and manning validation.

(n) Provides input and oversight to Web/AKO/FKN/Blog activities for Virtual staffing of documents and division page maintenance and continued social networking with the field.

f. Electronic Warfare Division.

(1) Mission Electronic Warfare Division (EWD) is the sole organization within the Directorate of Training and Doctrine that is responsible for Electronic Warfare (EW) capability development and training at the Fires Center of Excellence (FCoE). This division serves as the coordination and integration element for all EW activities at the FCoE and as a single point of contact for coordination with internal and external agencies and organizations.

(2) Functions.

(a) Coordinates and integrates activities for the training and capability development of Electronic Warfare with organic FCoE Organizations (e.g. CDID, DOTD, JACI, and NCOA).

(b) Develops, manages, and executes the Army Operational Electronic Warfare Course (ASI-1J), Electronic Warfare Officer Qualification Course (FA-29), Electronic Warfare Specialist Course (29E), and Electronic Warfare Technician Course (290A).

(c) Develop, deliver, integrate and maintain all EW instruction at FCoE to include Field Artillery Captain Career Course, Field Artillery Targeting Technician Warrant Officer Basic Course, Fire Support Coordinator Course, and Pre Command Course.

(d) Under agreement with FCoE Headquarters Detachment Commander, approves all EW Course student leaves and passes.

(e) Represents FCoE in matters regarding EW with outside organizations.

(f) Formulates and revises plans, programs, and procedures for the execution of the strategic vision for EW at the FCoE.

(g) Coordinates meetings, graduations, and events for all EWD activities.

(h) Counsels Commissioned Officers and Noncommissioned Officers attending EW courses on matters related to academics and soldierly behavior.

(i) Manages military, civilian and contract instructors, training developers, and combat developers.

(j) Provides Security Management for EW classrooms and course material in support of FCoE G2.

(k) Provides Test Control Management for all EW courses.

(l) Performs administrative functions to include maintenance of student records as well as budget, finance, and supply for the EWD and EW courses.

(m) Provides Cadre support for students in training.

(n) Conducts Physical Fitness Tests for students in accordance with TR 350-10.

(o) Develops requirements and maintains classrooms and associated equipment for EW instruction to include information technology (IT) and training aides, devices, simulators, and simulations (TADSS).

(p) Provides Mobile Training Team (MTT) and off-site training for EW.

(q) Ensure current lessons learned and evolving TTPs are incorporated into courseware and doctrine.

(r) Provides reach back capability for EW trained personnel to provide lessons learned, TTPs, and best practices.

(s) Maintains historical documentation and references.

(t) Researches, writes, and edits articles and studies to support staff agencies.

(u) Participates in Training Requirement Arbitration Panel (TRAP) process and SMDR yearly review.

(v) Writes and executes contract and contract modifications for EW staff support throughout FCOE.

(w) Conduct and participate in analysis and assessments to determine EW gaps, deficiencies, and their materiel or non-materiel solutions.

(x) Develop or revise capabilities documents for Electronic Warfare systems.

(y) Assist in the writing of concept capability plans.

(z) Serve as the focal point for all Electronic Warfare materiel requirements.

g. Operations Division.

(1) Mission. Provide operations, security, administration, logistics, contracting, and digital support to the directorate.

(2) Functions.

(a) Operations Branch.

(1) Represent Director and or Deputy in meetings, working groups, and conferences, as required.

(2) Manage all internal and external tasking requirements, track status, and ensure tasks are completed. Monitor all calendars, blogs, web sites, Facebook, SharePoint sites pertinent to Directorate, update and or initiate actions as required.

(3) Responsible for Directorate physical, personnel, information, and intelligence security.

(4) Coordinate DOTD support for U.S. and Foreign VIP visits to the Fires Center of Excellence.

(5) Responsible for Directorate facility physical security and implementation of actions directed by Directorate Security Officer.

(6) Conduct special project actions, analysis, studies, write paper, provide Directorate status reports, and support divisions in data calls, as required.

(7) Responsible for safety, force protection, and mandatory training for military and civilian personnel.

(8) Responsible for facility repair and utilities (R&U) maintenance

(9) Coordinate input from the divisions on TD2QA for resource and manning validation.

(b) Administrative/ Security Branch.

(1) Personnel administration processing of officer evaluation reports (OER), non-commissioned officer evaluation reports (NCOER), all civilian personnel actions, civilian appraisals, awards, hiring actions, and in/out processing of military, civilian and Government contractors.

(2) Responsible for Directorate physical, personnel, information, and intelligence security.

(3) Authorize, process and manage the directorate Defense Travel System (DTS) actions. Also process invitational travel orders, OCONUS travel and country clearances

(4) Manage CiTi Bank travel cards.

(5) Provide daily, weekly, monthly, quarterly data and administrative reports and conducts accountability drills.

(6) Distribution for the Directorate.

(7) Manage and process civilian time and attendance.

(8) Manage the Joint Personnel Adjudication System (JPAS), process security clearances, and control access for NIPR net drops.

(9) Manage and process the Directorate Table of Distribution and Allowances (TDA) and manpower actions.

(10) Manage LAN/phone line access and processes work orders; hand receipt holders for all Blackberry's, Cell Phones and Air Cards.

(11) Manage Directorate publications account and order, receive and distribute publications.

(12) TASM/TA responsible for verifying and initializing CAC cards for all contractors.

(c) Logistics Branch

(1) Responsible for property accountability for primary hand receipt holders, sub hand receipts, inventories, and turn-in of unserviceable equipment.

(2) Provide supply services to include ordering and issuing expendable and non-expendable supplies and maintaining expendable supply stock.

(3) Responsible for Government Purchase Card management.

(4) Initiate, process, and implement all service contracts. Performs contracting officer representative (COR) functions.

(5) Manage the Directorate budget to ensure maximum utilization in support of the mission.

(6) Manage facility maintenance and work orders.

(d) Contracting Branch

(1) Responsible for contract acquisition planning for Directorate contracts.

(2) Prepares Directorate contract packages and coordinates with DRM and other agencies to acquire contract services.

(3) Responsible for the monitoring and administration of all Directorate contracts.

(4) Serve as the COR for the Omnibus Contract.

(e) Digital Support Branch

(1) Provides Directorate IT equipment service support.

(2) Maintains primary hand receipt for Directorate IT equipment.

(3) Submits work orders to external agencies for required IT support.

(4) Serves as the Directorate local area network (LAN) manager.

(5) Manages the computer life cycle program for Directorate hardware.

(6) Purchase of IT equipment and required user training.

Chapter 10
Joint and Combined Integration (JACI) Directorate.

10-1. Mission. The CG's primary staff proponent for all Lethal and Nonlethal Joint Fires and effects related issues, including the development, integration, and execution of all Joint instruction, training, and doctrine development at USAFCoE and Fort Sill.

10-2. Organization of JACI (see figure 10-1 below).
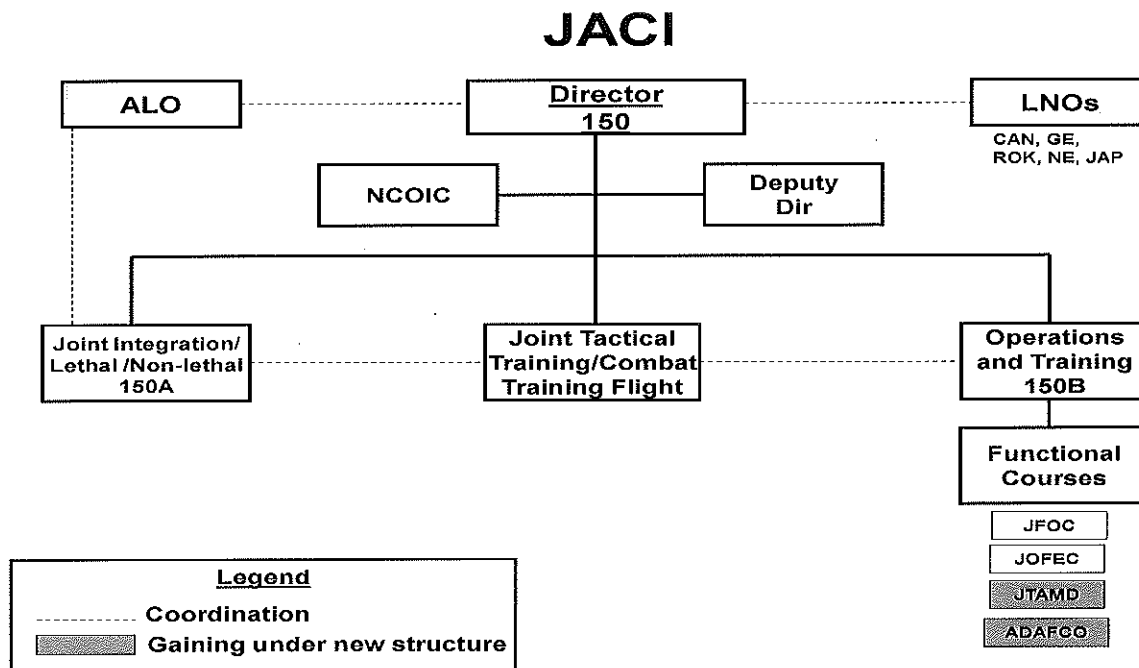
Figure 10-1. JACI Organization

10-3. Core Competencies.

(a) Foster formal and informal relationships with other JIIM organizations throughout the Army and TRADOC specifically, with organizations such as the Army Joint Support Team (AJST) at Hurlburt Field, Training Units at Nellis AFB, National Simulation Center at CAC, Joint Combined Arms Training Directorate (JACTD) at TRADOC.

(b) Prepare, review, and coordinate all Nonlethal and lethal Joint fires issues with the Joint Staff, Component Commands, HQDA, FORSCOM, TRADOC, ACC, AETC, AMC and the Installation Staff.

(c) Support the Foreign Liaison Officers with synchronizing Joint Fires issues, instruct US and Allied personnel, and coordinate instructor exchange programs.

(d) Supervise and manage the Joint Operational Fires and Effects Course (JOFEC), the Joint Fires Observer Course (JFOC), the Joint Theater Air and Missile Defense Course (JTAMD) and, the ADA Fire Control Officers Course (ADAFCO).

(e) Execute proponent functions in support of the Field Artillery Commandant for the Battlefield Coordination Detachments (BCD) and Ground Liaison Detachments and Reconnaissance Liaison Detachments.

(f) Advance Proponent issues for Army Air and Missile Defense Commands (AAMDC).

(g) Seamless integration of Joint Forces, Partner Nations, and Inter-Agencies, into Joint Training, exercises, and support the coordination of live fixed wing air support activities to Fort Sill.

10-4. Roles, Responsibilities, and Functions.

a. Joint Integration and Non-lethal Integration Division.

1. Joint Integration Cell

(a) Roles/Responsibilities. The Joint Integration Cell is the organization within the Joint and Combined Integration Directorate that is responsible for leading the FCOE efforts on Air/Ground integrating issues such as Close Air Support into the Air/Ground fight. This cell serves as the executing agency in support of the Field Artillery Commandant for proponent issues for Battlefield Coordination Detachments (BCD), Ground Liaison Officer Detachments (GLO), Reconnaissance Liaison Detachments (RLD) and Joint Air Ground Integration Cell (JAGIC) issues. The Integration cell conducts expansive travel CONUS and OCONUS to all MACOMs and Combatant Commands in support of this air/ground integration mission.

(b) Functions.

(1) FCoE CG's primary proponent for Joint doctrine development and outreach.

(2) Provides input and recommendations to Army organizations on personnel management of BCD, GLO, and JAGIC.

(3) Execute Staff Assistance Visits (SAVs) to Fires Support elements.

(4) Provide SME support and representation for FCoE on all issues pertaining to tactical, operational and strategic Lethal Joint Fires.

(5) Provide SME support for FCoE GO representation at the Joint Fire Support Executive Steering Committee and Warfighter Talks.

(6) Provide SME support and representation to FCoE on all lethal targeting related issues

(7) Precision Fires Functional Manager.

(a) Act as the Functional Manager for Target Coordinate Mensuration (TCM) to the Joint Staff and NGA IAW CJCSI 3505.01A.

(b) Act as the Functional Manager for Collateral Damage Estimation (CDE) to the Joint Staff and Joint Targeting School IAW CJCSI 3160.01 and JS/J261 policy and standards.

(c) Oversee doctrine and training development for the functions of TCM, CDE and Munitions Effectiveness Assessment (MEA).

(d) Serve as the FCoE representative for TCM, CDE, and MEA issues to COCOMS, Services and Combat Support Agencies.

(e) Serve as the FCoE Senior Certification authority for evaluators, instructors, and operators for TCM, CDE and MEA.

(f) Track and implement changes to training and certification standards based on new capabilities development.

(g) Manage the Digital Training Management System for the tracking of certification and proficiency training requirements for the Army in regards to TCM, CE and MEA.

(h) Senior advisor to JACI Director and FA Commandant for issues concerning TCM, CDE and MEA.

(i) Attend required Joint events and conferences dealing with targeting issues associated with TCM, CDE and MEA.

(j) Manage the FCoE Precision Fires training and certification program.

2. Nonlethal Cell.

(a) Roles/Responsibilities. The Nonlethal Cell of the Joint Integration and Nonlethal Integration Division is the organization within the Joint and Combined Integration Directorate that engages the war fighter via deploying units, sister services, interagency partners, and partner nations to broaden and improve integration of lethal and nonlethal fires and actions. The Fires Center of Excellence accepts a holistic view of non lethal fires that range from constructive activities focused on building institutional capacity and social well-being (Stability Operations) to coercive activities intended to compel certain behaviors. The Nonlethal cell promotes the understanding that the targeting process is the most relevant way to execute unified action at the tactical and operational levels. This cell is responsive to all interagency partners for participation in targeting and educates them to why it is relevant to them. The Nonlethal cell is a CG, FCoE created organization consisting of two senior active duty Field Grade officers (PSYOP/IO and PRT/stability ops) and five subject matter expert civilian positions in the following areas: PSYOP, Electronic Warfare, Computer Network Operations, Civil Military Operations, and Information Operations Planner.

(b) Functions.

(1) FCoE CG's primary proponent for Nonlethal targeting doctrine development and outreach.

(2) Develops formal and informal networks across the JIIM community.

(3) Provides SME support and representation for FCoE on all issues pertaining to tactical, operational, and strategic Nonlethal Joint Fires and effects.

(4) Execute Staff Assistance Visits (SAVs) to JIIM organizations CONUS and OCONUS.

(5) Provides SME instruction and improves Nonlethal content for FCoE courses.

(6) Maintains collaborative relationships with U.S. Army Information and Stability Operations Proponents.

b. Operations and Training Division.

1. Roles/Responsibilities. The JACI Operations and Training Division serves as the primary proponent for managing and executing all Joint courses. The division is responsible for scheduling and synchronizing all course dates for the Joint Operational Fires and Effects Course (JOFEC), the Joint Fires Observer Course (JFOC), the Joint Theater Air and Missile Defense Course (JTAMD), the ADA Fire Control Officers Course (ADAFCO) and Precision Fires Courses. The division is responsible for direct coordination and interaction with the FCoE G-staff and directorates concerning FCoE direct and collaborative taskings and projects. The

division is the primary proponent for interaction with Coalition Partners represented by the Canadian, German, Japanese, Netherlands and Republic of South Korea Foreign Liaison Officers.

2. Functions.

(a) Manage and execute all Joint courses; both resident and mobile training team (MTT) classes.

(1) Joint Operational Fires and Effects Course (JOFEC).

(2) Joint Fires Observer (JFO) Course.

(3) Joint Theater Air and Missile Defense (JTAMD) Course.

(4) Air Defense Artillery Fire Control Officer (ADAFCO) Course.

(5) Precision Fires Courses.

(b) Calendar and tasking management.

(c) Training Requirements Arbitration Panel (TRAP) Adjudication.

(d) Contact proponent for Foreign Liaisons.

(e) Collaboration with FCoE staff and directorates.

(f) Requisition / Contract generation and adjudication.

(g) Information Technology Support.

(h) Information Security Support and Information Assurance.

(i) DTS Travel authorization and approval.

(j) Participate in Fort Sill governance.

c. Air Force Combat Training Flight.

1. Roles/Responsibilities. The Air Force Combat Training Flight attached to the Joint and Combined Integration Directorate is a joint division led by the Oklahoma Air National Guard with a complement of active duty Air Force personnel. The division provides Air Force subject matter experts and instructors in the areas of Joint Terminal Attack Control, Close Air Support operations, and airspace management. The Air Force Detachment's primary focus is to plan, prepare and present the Joint Fires Observer resident and mobile training team courses and

provide 428th Field Artillery Brigade and 6th Air Defense Artillery Brigade CCC, BOLC-B and WOBC Courses with Air Force Joint Fires Familiarization Academics. Attached Army personnel also assist with Joint Lethal fires issues. The Air Force Combat Training Flight also coordinates for required Fires Center Air Support, provides a schoolhouse liaison to the USAF Warfare Center's Air Ground Operations School and hosts the USAF's Distributed Joint Terminal Attack Controller Qualification Course's Field Week.

    2. Functions.

    (a) FCoE CG's primary proponent for Joint Combat Training development and outreach with the Air Force, multi-services, and multi-national training opportunities.

    (b) Provides input and recommendations to Army and Air Force organizations concerning Memorandums of Agreement on Joint Fires Observer Training, Joint Terminal Attack Control training, tactical level publications while providing insight to development of future related programs.

    (c) Execute Staff Assistance Visits (SAVs) to sister services concerning JFO training and competencies.

    (d) Conducts the Joint Fires Observer Course (JFOC) resident and Joint Fires Observer Course Mobile Training Teams (MTT).

    (e) Manage Air National Guard and Air Force budgets for manpower, equipment, travel and operations.

    (f) Schedule all course events and coordinate for facilities, range time, airspace and equipment to ensure training objectives are met IAW the programs of instruction.

    (g) Coordinate with FORSCOM and local Ft Sill agencies to ensure ATTRS and SMDR processes reflect the intent of TRADOC CG for proper force JFO requirements.

    (h) Coordinate with all agencies regarding digital tracking of JFO's. training support plans, JFO reporting procedures, MOA interpretation, joint fires academics advice.

    (i) Provide expert advice and staff assistance to Warrior Prep Center, Germany; Regional Training Institute (RTI), Ft McCoy,Wisconsin; USMC JFO Programs and Ft Rucker Joint Fires Academics program for Initial Rotary Wing Training.

Appendix A
References

Section I
Required Publications

AR 5-22
The Army Proponent System

AR 600-3
The Army Personnel Proponent System

TR 10-5
TRADOC Organization and Functions

TR 10-5-1
Headquarters, TRADOC Organization and Functions

TR 71-12
TRADOC System Management

Section II
Related Publications

AR 11-2
Management Control

AR 350-1
Army Training and Leader Development

AR 350-10
Management of Army Individual Training Requirements and Resources

AR 380-5
Department of the Army Information Security Program

The Army Campaign Plan, Decision Point 91, 17 April 2008

TRADOC Regulation 350-18
The Army School System

TRADOC Regulation 350-70
Systems Approach to Training Management, Processes and Products

Glossary

Section I
Abbreviations

ABCA	America, Britain, Canada and Australia
ABMA	Automated Battle Management Aids
AC	Assistant Commandant
ACCP	Army Correspondence Course Program
ACE	American Council on Education
ACoS	Assistant Chief of Staff
ACOM	Army Command
ACPM	Activity Career Program Manager
ADA	Air Defense Artillery
ADAFCO	ADA Fire Coordination Officer
ADCM	Assistant Division Commander for Maneuver
ADCO	Assistant Division Commander for Operations
ADCON	Administrative Control
ADCS	Assistant Division Commander for Support
ADTL	Army Doctrine and Training Literature
AIT	Advanced Individual Training
AJST	Army Joint Support Team
AKO	Army Knowledge Online
ALC	Advanced Leader Course
ALMS	Army Learning Management System
ALO	Air Liaison Officer
AMD	Air and Missile Defense
AMS	Army Management System
AoA	Analysis of Alternatives
AOT	Assignment Oriented Training
AR	Army Regulation
ARCIC	Army Capabilities Integration Center
ARFORGEN	Army Force Generator
ARNG	Army National Guard
ARPRINT	Army Programs for Individual Training
ASAT	Army Systems Approach to Training
ASI	Additional Skill Identifier
ATBG	Appropriation TRADOC Budget Guidance
ATISS	Automated Training Information Systems Service
ATRM	Army Training Resource Model
ATRRS	Army Training Requirement Resource System
CALL	Center for Army Lessons Learned
BCD	Battlefield Coordination Detachment
BCT	Basic Combat Training
BDE	Brigade

BDOC	Base Defense Operation Cell
BES	Budget Estimate Submission
BoD	Board of Directors
BOIP	Basis of Issue Plan
BOLC	Branch Officer Leader Course
BOLCC	Basic Officer Leaders Course Conference
BRAC	Base Realignment Commission
CAC	Combined Arms Center
CAD	Course Administrative Data
CASCOM	Combined Arms Support Command
CBRN	Chemical, Biological, Radiological, and Nuclear
CCIR	Commander's Critical Information Requirements
CDD	Concept Development Division
CDID	Capabilities Development & Integration Directorate
CES	Civilian Education System
CI	Counter Intelligence
CIA	Central Intelligence Agency
CID	Combat Identification
CIO	Chief Information Officer
CMF	Career Management Field
CMHS-F	Community Mental Health Services Forward
CMP	Course Management Plan
COCOM	Combatant Command
CoS	Chief of Staff
COIC	Critical Operational Issues and Criteria
CONOPS	Concept of Operations
CONUS	Continental United States
COR	Contract Office Representative
COTR	Contracting Office Technical Representative
CP	Career Program
CPD	Capability Production Document
CSDP	Command Supply Discipline Program
CSM	Command Sergeant Major
CTA	Common Table of Allowance
CTC	Combat Training Centers
CWOB	Chief Warrant Officer of the Branch
DAC-ARNG	Deputy Assistant Commandant - Army National Guard
DCG-ARNG	Deputy Commanding General – Army National Guard
DCPS	Defense Civilian Pay System
DCR	DOTMLPF Change Recommendation
DIACAP	DoD Information Assurance Certification and Accreditation Process
DKO	Defense Knowledge Online
DODAAC	Department of Defense Activity Address Codes
DOTD	Director of Training and Doctrine

DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities
DOTMLPF-CR	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities Change Recommendation
DPTMS	Directorate of Plans, Training, Mobilization and Security
DRM	Directorate of Resource Management
DSTE	Direct Support to Training Events
DTS	Defense Travel Service
DtCG	Deputy to the Commanding General
EDAS	Enlisted Distribution and Assignment System
EEO	Equal Employment Opportunity
EOH	Equipment on Hand
EPLRS	Enhance Position Location and Reporting System
EPMD	Enlisted Personnel Management Directorate
ESL	English as a Second Language
EW	Electronic Warfare
FA	Field Artillery
FAA	Functional Area Analysis
FAD	Funding Authorization Document
FAPO	Field Artillery Proponency Office
FCoE	Fires Center of Excellence
FCS	Future Combat System
FDU	Force Design Update
FFID	Future Force Integration Directorate
FLIPL	Financial Liability Investigations of Property Loss
FMS	Foreign Military Sales
FOC	Fully Operational Capability
FOIA	Freedom of Information Act
FORSCOM	Forces Command
FRG	Family Readiness Group
FRSA	Family Readiness Support Advisor
FSCOORD	Fire Support Coordinator
FTX	Field Training Exercise
GAO	Government Accounting Office
GC	Garrison Commander
GPC	Government Purchase Card
GLO	Ground Liaison Officer Detachment
GWOT	Global War on Terrorism
HEMP	High-Altitude Electromagnetic Pulse
HHQ	Headquarters and Headquarters
HQDA	Headquarters Department of the Army
HRC	Human Resources Command
HTU	Handheld Terminal Unit
IAMD	Integrated Air and Missile Defense
IASO	Information Assurance and Security Officer

IAW	In Accordance With
IBCS	Integrated Battle Command System
ICD	Initial Capabilities Document
ICH	Instructor Contact Hours
ICT	Integrated Concept Team
ICDT	Integrated Capabilities Development Teams
IDP	Individual Development Plans
IED	Improvised Explosive Device
IET	Initial Entry Training
ILO	In Lieu Of
IMET	International Military Education and Training
IMRL	Instructor Manpower Requirements List
IOC	Initial Operational Capability
IOT	In Order To
IPB	Intelligence Preparation of the Battlefield
IRR	Individual Ready Reserve
ISD	International Student Division
ITP	Individual Training Plan
ITRM	Institutional Training Resource Model
JACI	Joint and Combined Integration
JACTD	Joint Combined Arms Training Directorate
JAGIC	Joint Air Ground Integration Cell
JCATS	Joint Conflict and Tactical Simulation
JCIDS	Joint Capabilities Integration Development System
JDOC	Joint Defense Operation Cell
JFCOM	Joint Forces Command
JFETS	Joint Fires and Effects Training System
JFOC	Joint Fires Observers Course
JIAMDO	Joint Integrated Air and Missile Defense Organization
JIB	Joint Intercept Battery
JIIM	Joint, Interagency, Intergovernmental, and Multinational
JLCCTC	Joint Land Component Constructive Training Capability
JOFEC	Joint Operations Fires and Effects Course
JPAS	Joint Personnel Adjudication System
JTAMD	Joint Theater Air and Missile Defense
KM	Knowledge Management
KPP	Key Performance Parameter
KSA	Key System Attribute
LAN	Local Area Network
LCMR	Lightweight Counter Mortar Radar
LMR	Logistics Management Review
LNO	Liaison Officer
LOGSA	Logistics Support Activity
LOI	Line of Investigation
LPWS	Land Based Phalanx Weapon System

LSS	Lean Six Sigma
MAM	Maintenance Advisory Messages
MANPRINT	Manpower and Personnel Integration
MANSCEN	Maneuver Support Center
MARC	Manpower Allocation Requirements Criteria
MCA	Military Construction Act
MDA	Missile Defense Agency
MDD	Materiel Development Decision
MDMP	Modified Decision Making Process
METL	Mission Essential Task List
MOA	Memorandum of Agreement
MOD	Modification Order
MOI	Memorandum of Instruction
MOS	Military Occupation Skill
MOSQ	Military Occupation Skill Qualification
MOU	Memorandum of Understanding
MPD	Military Personnel Division
MRE	Mission Readiness Exercise
MS	Milestone
MTOE	Modified Tables of Organizational Equipment
MTT	Mobile Training Team
MWO	Modified Work Orders
NATO	North Atlantic Treaty Organization
NCODP	Noncommissioned Officer Development Program
NCOES	Noncommissioned Officer Education System
NET USR	Network Unit Status Reporting
NGB	National Guard Bureau
NIPR	Non-Secret Internet Protocol Router
OBC	Officer Basic Course
OCADA	Office of the Chief of Air Defense Artillery
OCONUS	Outside Continental United States
OE	Operational Environment
OES	Officer Education System
OIL	Observations, Insights, and Lessons
OMS/MP	Operational Mode Summary/Mission Profile
OPCON	Operational Control
OPORD	Operations Order
ORD	Operational Requirements Document
OSJA	Office of the Staff Judge Advocate
PASR	Personnel Accounting Strength Reporting
PCC	Pre Command Course
PDD	Professional Development Division
PLGR	Precision Lightweight Global Positioning System Receiver
PMCS	Preventative Maintenance Checks and Services
PMO	Provost Marshal Office

POI	Program of Instruction
POM	Program Objective Memorandum
POW	Privately Owned Weapon
POV	Privately Owned Vehicle
PPL	Prioritized Project List
PRT	Provisional Reconstruction Team
PSYOP	Physiological Operations
RCF	Regional Confinement Facility
RDD	Requirements Determination Division
RITMS	Resident Individual Training Management System
RMT	Resource Management Tool
ROTC	Reserve Officers' Training Corps
RTI	Reserve Training Institute
R&U	Repairs & Utilities
SATB	Semi Annual Training Brief
SAV	Staff Assistance Visit
SCAR	Security Clearance Access Roster
SCI	Secret Compartmentalized Information
SDMR	Structure Manning Decision Review
SFCT	Staff and Faculty Common Training
SGA	Standards of Grade Authorization
SGM	Sergeant Major
SHARP	Sexual Harassment/Assault Response and Prevention
SIPR	Secret Internet Protocol Router Network
SJA	Staff Judge Advocate
SLC	Senior Leader Course
SMDR	Structure Manning Decision Review
SME	Subject Matter Expert
SoS	System of Systems
SOUM	Safety of Use Messages
SPAN	Security Policy Automation Network
SPRAC	Senior Program and Resource Advisory Committee
SRP	Soldier Readiness Processing
STAMIS	Standard Army Management Information System
STRAC	Standards in Training Commission
STRAP	Systems Training Plan
STR	Standard Troop Requirement
STT	Sergeant's time training
TAA	Total Army Analysis
TADSS	Training aids, devices, simulators, and simulations
TASS	The Army School System
TBG	TRADOC Budget Guidance
TCR	Training Capabilities Report
TD2	Training & Doctrine Development
TD2QA	Training & Doctrine Development and Quality Assurance

TDA	Table of Distribution and Allowance
TDY	Temporary Duty
TEMP	Test and Evaluation Master Plan
THAAD	Terminal High Altitude Area Defense
TIOC	Tactical Information Operations Course
TO&E	Table of Organization and Equipment
TOC	Tactical Operations Center
TOMA	TRADOC Operation Management Authority
TOPMIS	Total Officer Personnel Management Information System
TRADOC	Training and Doctrine Command
TRADOC FC	Training and Doctrine Command Futures Center
TRAP	Training Requirements Arbitration Panel
TRAS	Training Requirements Analysis System
TRM	TRADOC Review of Manpower
TSE	Training Support Element
TTSP	Test Threat Support Package
TTP	Tactics, Techniques, and Procedures
UAS	Unmanned Aerial System
UCMJ	Uniformed Code of Military Justice
URS	Unit Reference Sheets
USAADASCH	U.S. Army ADA School
USAF	United States Air Force
USAFAS	U.S. Army FA School
USAFCoE	U.S. Army Fires Center of Excellence
USASMDC	U.S. Army Space and Missile Defense Command
USMA	United States Military Academy
USR	Unit Staffing Report
UXO	Unexploded Ordinance
WLC	Warrior Leader Course
WOBC	Warrant Officer Basic Course
WPRAC	Working Program and Advisory Committee
WTC	Warrior Transition Course

Section II
Terms

Administrative control
Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. Also called ADCON. (Joint Pub 1-02)

Analysis of materiel/non-materiel approaches (AMA)
The AMA collates the information obtained during the functional area analysis (FAA), the functional needs analysis (FNA), the ideas for non-materiel approaches (DOTMLPF analysis), and the ideas for materiel approaches to determine the best materiel approach or combination of approaches to provide the desired capability or capabilities. (CJCSM 3170.01B)

Architecture
A framework or structure that portrays relationships among all the elements of the subject force, system, or activity. The structure of components, their relationships, and the principles and guidelines governing their design and evolution over time. Architecture provides data sets that describe the missions and tasks that must be performed and for what purpose -- the operational view; the nodes and their characteristics that support the missions and tasks -- the system view; and how the nodes exchange information and interact to perform the desired effects associated with the tasks -- the technical view. (TRADOC Pub 10-5)

Army Command
A command directly subordinate to, established by authority of, and specifically designated by Headquarters, Department of the Army. Army component commands of unified and specified commands are major Army commands. (AR 10-87)

Branch proponent
The commandant of a branch school or the chief of a branch of the Army with assigned DOTMLPF development responsibilities for that branch. (AR 5-22)

Capabilities-based assessment (CBA)
The CBA is the JCIDS analysis process that includes four phases: the functional area analysis, the functional needs analysis, the functional solution analysis, and the post independent analysis. The results of the CBA are used to develop a joint capabilities document or initial capabilities document. (CJCSM 3170.01B)

Capability
The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms in the format of a JCD, ICD, or a joint DCR. In the

case of materiel proposals, the definition will progressively evolve to DOTMLPF performance attributes identified in the CDD and the CPD. (CJCSI 3170.01E)

Capability development document
A document that captures the information necessary to develop a proposed program(s), normally using an evolutionary acquisition strategy. The CDD outlines an affordable increment of militarily useful, logistically supportable and technically mature capability. (CJCSI 3170.01E)

Capability documents
A generic term to refer collectively to ICDs, CDDs, CPDs, and DCRs. (TRADOC Pub 10-5)

Capability gaps
The inability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. The gap may be the result of no existing capability or lack of proficiency or sufficiency in existing capability. (CJCSI 3170.01E)

Capability production document
A document that addresses the production elements specific to a single increment of an acquisition program. (CJCSI 3170.01E)

Center of Excellence
Designated by HQDA, a center of excellence is a premier organization that creates the highest standards of achievement in an assigned sphere of expertise by generating synergy through effective and efficient combination and integration of functions while reinforcing unique requirements and capabilities. (AR 5-22)

Circulars
Command circulars contain material that is directive or informational, is transitory, or needs publishing only once. Circulars expire 2 years from the date of issue or earlier. (TRADOC Pub 10-5)

Combat Development
The process of analyzing, determining, and prioritizing Army requirements for DOTMLPF within the context of the force development process (AR 71–9).

Concept
A notion or statement of an idea – an expression of how something might be done – that can lead to an accepted procedure (CJCSI 3010.02A). A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends). (TRADOC Pub 10-5)

Concept capability plan
The application of elements of operational joint and Army concepts to selected mission, enemy, terrain and weather, time, troops available and civilian conditions. It is typically more illustrative and descriptive than a concept and more focused in purpose. (TRADOC Pub 10-5)

Contemporary operating environment
A generalized assessment of any adversary's strategies, capabilities, and TTP that may be used to engage U.S. forces. A catalog of reasonable, feasible, and credible enemies in conjunction with the significant non-military environmental variables to challenge unit training objectives and drive leader development. (TRADOC Pub 10-5)

Coordination
Consultation leading to an expressing of views. To cause to act or work together for a common purpose, as in timing, unifying, and integrating work. (TRADOC Pub 10-5)

Core function
Core functions are those critical major functions one or more organizations perform that accomplish TRADOC's mission. Core functions are derived, sustainable components integral to the core competencies. The core functions lay out the foundation or blueprint for designing the organization and assigning roles and responsibilities. (TRADOC Pub 10-5)

Direct authority
Broad authority to act on matters relating to the execution of an organization's assigned functions and responsibilities. The latitude, direct authority provides, is bound by the overall commander's vision, priorities, and guidance, both written and verbal. Direct authority is a measure of control less than that included within the term command and more than that included within the term ADCON. Direct authority provides a leader the ability to influence the activities and initiatives of subordinate organizations but not to control day-to-day operations. (TRADOC Pub 10-5)

Doctrine
Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives (JP 1–02).

Domain agent
Modeling and simulations domain agents support domain managers by gathering requirements, ensuring user requirements are understood and supported, and managing the domain review and approval process. Domain agents are responsible for developing and maintaining a database of investment information for their assigned models and simulations. They provide updates to the central investment database when the Army Modeling and Simulation Office requests, and manages the execution of approved investments. (AR 5-11)

Domain manager
Headquarters, DA designates a manager for each M&S domain. Domain managers coordinate M&S activities and develop and maintain supporting plans for their domains, to include domain management plans and domain investment plans. (AR 5-11)

DOTMLPF change recommendation
A recommendation for changes to existing joint resources when such changes are not associated with a new defense acquisition program. (CJCSI 3170.01E)

Facilities
Real property consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land. (AR 5-22)

Field operating activity
An organization which has the primary mission of executing policy and would still be required in the absence of the headquarters to which it reports (An activity is subordinate to Army Command (ACOM) level.). (AR 71-32)

Force Development
The process of determining Army doctrinal, leader development, training, organizational, soldier development, and materiel requirements and translating them into programs and structure, within allocated resources, to accomplish Army missions and functions (AR 71–32).

Force Management
The capstone process to establish and field mission ready Army organizations. The process involves organization, integration, decision making, and execution of the spectrum of activities encompassing requirements definition, force development, force integration, force structuring, combat developments, materiel developments, training developments, resourcing, and all elements of the Army Organizational Life Cycle Model. The process of determining force requirements and alternative means of resourcing requirements by allocating resources and assessing the utilization resources to accomplish Army functions and missions (AR 71–11).

Force Modernization
The process of improving the Army's force effectiveness and operational capabilities through force development and integration. (AR 5-22)

Force Modernization Proponent
The HQDA principal official or the commander, commandant, director, or chief of a center, school, institution, or agency with primary duties and responsibilities relative to DOTMLPF and related requirements for a particular function. (AR 5-22)

Functional area analysis
The FAA is the first step of the JCIDS CBA. It identifies the operational tasks, conditions, and standards needed to achieve military objectives. It uses the national strategies, joint/Army concepts, the Unified Joint Task List and the Army Universal Task List, and the anticipated range of broad capabilities that adversaries might employ as input. Its output is a list of capabilities their associated tasks and attributes to be reviewed in the follow-on FNA. The FAA includes cross-capability analysis and cross-system analysis in identifying the operational task, conditions, and standards. (CJCSM 3170.01B)

Functional needs analysis
The FNA is the second step of the JCIDS CBA. It assesses the ability of the current and programmed joint and/or Army capabilities to accomplish the tasks, under the full range of

operating conditions and to the designated standards that the FAA identified. Using the tasks identified in the FAA as primary input, the FNA produces as output a list of capability gaps that require solutions and indicates the time frame in which those solutions are needed. (CJCSM 3170.01B)

Functional Process Owner
The HQDA principal official with primary responsibility for Army – wide management of one or more of the DOTMLPF processes. (AR 5-22)

Functional solution analysis
The FSA is the third step of the JCIDS CBA. The FSA is an operationally based assessment of potential DOTMLPF and policy approaches to solving (or mitigating) one or more of the capability gaps identified in the FNA. The gaps identified in the FNA are inputs to the FSA; its outputs are potential solutions to resolve identified capability gaps. In considering these approaches, the following order of priority is used: changes to existing DOTMLPF and/or policy approach; product improvements to existing materiel or facilities alone; adoption of interagency or foreign materiel approaches that limited non-materiel DOTMLPF and/or policy consequences; and finally, new materiel starts. The FSA is composed of three sub-steps: ideas for non-materiel approaches (DOTMLPF analysis), ideas for materiel approaches, and the analysis of materiel/non-materiel approaches (AMA). (CJCSM 3170.01B)

Future operating environment
A forecast of the logical end state of the trends developed in the COE as they affect the employment of U.S., its allies, and joint forces. Provides the basis for comparing concepts and developing requirements for future joint forces. Considers "wild card" or unanticipated events or developments that may not be apparent in the COE in the context of potential adversaries. Time period is the far end of the Defense Planning Guidance. (TRADOC Pub 10-5)

Governance
The processes, customs, policies, laws affecting the way that an organization is directed, administered or controlled.

Ideas for non-materiel approaches (DOTMLPF analysis)
As the first sub-step in the FSA, the DOTMLPF analysis determines whether a non-materiel approach or an integrated DOTMLPF and/or policy approach can fill the capability gaps identified in the FNA. Non-materiel approaches include changes in DOTLPF. If the analysis determines that the capability gap can be partially addressed by an integrated DOTMLPF and/or policy approaches, the proponent will assess them in conjunction with the potential materiel approaches. If this approach is recommended, the proponent will develop a DCR in addition to required CDDs or CPDs. If the analysis determines that the capability gap can be completely addressed by a non-materiel approach, the proponent will develop a DCR in lieu of completing the ICD. (CJCSM 3170.01B)

Initial capabilities document

Documents the need for a materiel approach or an approach that is a combination of materiel and non-materiel to satisfy a specific capability gap(s). It defines the capability gap(s) in terms of the functional area, the relevant range of military operations, desired effects, time, and DOTMLPF and policy implications and constraints. The ICD summarizes the results of the DOTMLPF and policy analysis and the DOTMLPF approaches (materiel and non-materiel) that may deliver the required capability. The outcome of an ICD could be one or more DCRs or CDDs. (CJCSI 3170.01E)

Institutional training
Institutional training and education courses qualify leaders for service in the Army, and provide them with the basic knowledge and skills needed to perform the duty position requirements of future operational assignments. Institutional training and education usually precede a new level of operational assignment. In each case, the institutional training base is the foundation upon which individuals develop their maximum potential. (AR 350-1)

Joint capabilities document
The JCD identifies a set of capabilities that support a defined mission area utilizing associated Family of joint future concepts, CONOPS, or Unified Command Plan-assigned missions. The capabilities are identified by analyzing what is required across all functional areas to accomplish the mission. The gaps or redundancies are then identified by comparing the capability needs to the capabilities provided by existing or planned systems. The JCD will be used as a baseline for one or more FSAs leading to the appropriate ICD or DCR, but cannot be used for the development of a CDD or CPD. The JCD will be updated as changes are made to the supported Family of joint future concepts, CONOPS, or assigned missions. (CJCSM 3170.01B)

Key enabler
A significant function that underpins the ability to execute two or more core functions. An integral component of the set of functions or tasks required to execute a core function. One or more organizations can perform this function.

Leader Development and Education
Leadership development is the product of a learning continuum that comprises training, experience, formal education, and continual self-improvement. (AR 5-22)

Major subordinate command
A command directly subordinate to, established by authority of, and specifically designated by an Army command. (TRADOC Pub 10-5)

Manage
To exercise formal, delegated authority to direct or monitor the activity of others in executing an aspect of the organizational mission or the appropriate use of resources (personnel, funds, materiel, facilities, information, time, or others). Managing implies a degree of independent action or responsibility broader than staff management but does not conflict with the essential functions of the lead organization (developing, coordinating, and recommending policy, guidance, and tasking/tasks). (TRADOC Pub 10-5)

Materiel
All items (including ships, tanks, self-propelled weapons, aircraft, and so forth, and related spares, repair parts, and support equipment, but excluding real property, installations, and utilities) necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. (AR 5-22)

Memorandum
Command memorandums apply to HQ TRADOC only. They establish policies, responsibilities, and administrative procedures; patterns of organizations and workflow; and recurring and special forms and reports within HQ TRADOC. They are effective until superseded or rescinded. (TRADOC Pub 10-5)

Modeling and simulation
A "model" is a mathematical, logical, physical, or procedural representation of some real or ideal system, and "modeling" is the process of developing a model. A "simulation" is the implementation of a model in executable form or the execution of a model over time. Taken together, "modeling and simulation" or M&S refers to the broad discipline of creating, implementing, understanding, and using models and simulations. M&S facilitates early identification and reduction of the risks associated with complex system acquisition programs; helps to better understand what kinds of system requirements and architectures are feasible and affordable given various programmatic and technological constraints; and provides insight into how to better manage system engineering efforts so as to improve the overall likelihood of a successful acquisition effort. (AR 5-11)

Operational architecture
Portrays an operational warfighting concept. A description (often graphical) of the operational elements, assigned tasks, and information flows required to accomplish or support a warfighting function. It defines the type of information, the frequency of exchange, and what tasks these information exchanges supports. (TRADOC Pub 10-5)

Operational control
Operational control is the authority to perform those functions of command over subordinate organizations involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control should be exercised through the commanders of subordinate organizations. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (Joint Pub 1-02)

Operational environment
The operational environment is defined as the "composite of conditions, circumstances, and influences that affect employment of military forces and bear on the decisions of the unit commander". It is wide-ranging and geostrategic, encompassing geopolitics and globalization in

economics, technology, and demographics, and incorporates both U.S. and threat military developments. (Joint Pub 1-02)

Organization
A unit or element with varied functions enabled by a structure through which individuals cooperate systematically to accomplish a common mission and directly provide or support warfighting capabilities. Subordinate units/elements coordinate with other units/elements and, as a whole, enable the higher-level unit/element to accomplish its mission. This includes the manpower (military, civilian, and contractor support) required to operate, sustain, and reconstitute warfighting capabilities. (AR 5-22)

Pamphlet
Command pamphlets are permanent instructional or informational publications that apply command wide. Pamphlets are not directive. They provide guidance and information needed to carry out policies and procedures established by regulations. Forms established by pamphlets are for optional use only. (TRADOC Pub 10-5)

Personnel
The development of manpower and personnel plans, programs and policies necessary to man, support and sustain the Army. (AR 5-22)

Plan
A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks the participants will perform and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and normally does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming.

Policy
A high-level overall plan embracing the general goals and acceptable procedures of an organization in light of given conditions to guide and determine present and future decisions. (TRADOC Pub 10-5)

Principal Coordination Points (PCP)
The designated agents identified in DA Pam 611-21 who have additional staff relationships with specific proponents related to analyzing, advising, or assisting in personnel management areas. (AR 5-22)

Program
An organized procedure for carrying out a mission. Although its elements may vary considerably, it usually includes a statement of the mission, objectives to achieve within specific dates, priorities, provided resources, schedules to accomplish, progress indicators, and follow-on requirements. (TRADOC Pub 10-5)

Proponent

The agency or command responsible for initiating, developing, coordinating, approving content, and issuing a publication, and identifying them for removal. Each publication has only one proponent. (AR 5-22)

Red teaming
A function executed by trained, educated, and practiced team members that provides commanders an independent capability to challenge plans, operations, and capabilities in the context of the operational environment and from our partners' and adversary's perspectives. (TRADOC Pub 10-5)

Regulation
Command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in ARs or which support or better define command guidance derived from ARs and DoD directives. They are permanent directives, effective until superseded or rescinded. Each regulation is confined to a single subject and is the only authority to prescribe mandatory use of command forms. (TRADOC Pub 10-5)

Requirement
An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. (TRADOC Pub 10-5)

Staff Management
The responsibilities of the staff to assist and coordinate lead organization efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher headquarters and external agencies as appropriate. (AR 5-22)

Stakeholder
A person, group, organization, or system that affects or can be affected by an organization's actions

Strategic communications
Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the organization develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals, and objectives. Strategic communications will inform a broad variety of audiences and ensure command wide unity of effort. Effective strategic communication not only serves TRADOC, but must support the Army and the joint communities in their strategic communications efforts. (TRADOC Pub 10-5)

Strategic engagement
Interaction with stakeholders who potentially affect the ability of the joint community, the Army, or TRADOC to accomplish their strategic goals or mission. Interaction includes deliberate communications activities with specific, concise, unifying, and consistent themes and messages,

targeted at a specific stakeholder in a planned environment, using a designated messenger, that support a broader strategic communications plan. (TRADOC Pub 10-5)

Strategic planning
The comprehensive process of an organization setting goals, developing strategies, and outlining tasks and schedules to accomplish its assigned mission within allocated resources. (TRADOC Pub 10-5)

Supplement
Supplements contain policies, responsibilities, and administrative procedures required to implement ARs. It is the only medium authorized to provide subordinate commanders additional instructions to implement an AR. Supplements do not supersede, change, or rescind any portion of an AR. (TRADOC Pub 10-5)

System
The combination of the components and sub elements which function together as an entity to accomplish a given objective. A system includes the hardware and all other required items, such as facilities, personnel, data, test measuring and diagnostic equipment, and training equipment. (TRADOC Pub 10-5)

Training
The instruction of personnel to increase their capacity to perform specific military functions and associated individual and collective tasks. (AR 5-22)

User representative
The command or activity charged with the responsibility to ensure that combat and training developments are responsive to Army operational needs. (TRADOC Pub 10-5)

ATZR-C

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